上汽集团
SAIC MOTOR

Stock Code:: 600104

2025

SAIC MOTOR CORPORATION LIMITED ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

Contents

About This Report

This Report is the third Environmental, Social and Governance (ESG) report published by SAIC Motor Corporation Limited (hereinafter referred to as 'this Report,' 'the ESG Report,' or 'the Report'), aiming to respond to stakeholder expectations and demonstrate the Company's philosophy, management practices, actions, and performance or vision, management, actions, and outcomes in Environmental, Social, and Governance (ESG) matters as well as sustainable development.

Scope of the Report

The information and data disclosed in this Report cover SAIC Motor Corporation Limited and its major subsidiaries included in the annual report. Key financial data and the scope presented in this Report are consistent with those in the *SAIC Motor Corporation Limited 2025 Annual Report*.

This Report covers the period from January 1, 2025 to December 31, 2025 (hereinafter referred to as the "reporting period," "the year," or "2025"). Certain content includes historical data for comparative purposes where appropriate.

Terminology Explanation

For ease of reference and readability, "SAIC Motor Corporation Limited" is referred to interchangeably as "SAIC Motor," "SAIC," "the Group," "the Company," or "we" throughout this Report. The naming of major subsidiaries follows the conventions used in the SAIC Motor annual report.

Data Source and Reliability Statement

This Report has been reviewed and approved by the Board of Directors of SAIC Motor. All information and data cited in the Report are derived from the Company's official documents, statistical reports, and financial statements, and have been compiled, aggregated, and verified by relevant departments. The Board of Directors and all its members guarantee that the content of this Report contains no false statements, misleading representations, or material omissions, and they assume legal responsibility for the authenticity, accuracy, and completeness of the content. Unless otherwise specified, "RMB" or "yuan" in this Report refers to Chinese yuan.

Plans or forecasts made in this Report regarding future developments involve inherent uncertainties, and the Company reserves the right to adjust such plans or projections as circumstances evolve. The content of this Report has not been independently reviewed by any third-party organization; readers are therefore advised to exercise due caution.

Basis of Reporting

This Report is prepared in accordance with the requirements of the *Guidelines No. 14 of Shanghai Stock Exchange for Self-Regulation of Listed Companies—Sustainability Report (Trial)* issued by the Shanghai Stock Exchange and the *Environmental, Social and Governance (ESG) Indicator System for the State Owned Listed Companies in Shanghai* issued by the Shanghai State-owned Assets Supervision and Administration Commission and the *Guidelines No.1 of the Shanghai Stock Exchange for Self-regulation of Listed Companies – Standardized Operation* issued by the Shanghai Stock Exchange. It also refers to international standards such as the *GRI Standards* set by the Global Reporting Initiative, while taking into account SAIC Motor's specific business context and operational realities.

Access to the Report

The Chinese and English versions of this Report are available for download on SAIC Motor's official website (www.saicmotor.com) and the Shanghai Stock Exchange website (www.sse.com.cn). In the event of any discrepancies between the Chinese and English versions, the Chinese version shall prevail.

Message from the Chairman

Distinguished partners and friends,

2025 marks a pivotal year defined by the accelerating evolution of global transformation and breakthroughs in the new round of technological and industrial revolutions, as well as a critical year for SAIC Motor to advance comprehensive reforms and achieve sustainable, high-quality development. In the face of intensified market competition, deepening green development, and the rapid adoption of AI, SAIC has integrated its user-centric philosophy of "More than Auto" with ESG governance practices, embedding them into strategic decision-making, production operations, technological innovation, and global expansion. We remain committed to advancing in step with the times, walking alongside our users, and progressing together with society.

Green and low-carbon development is our foundational principle, and we are firmly advancing carbon management across the entire value chain. We continue to strengthen the integrated development of green factories, green supply chains, and green products—forming a "trinity" of sustainability—driving low-carbon manufacturing, clean energy transition, and circular resource utilization. We actively fulfill our extended producer responsibility as part of the automotive industry consortium, enabling upstream and downstream partners to collaboratively reduce emissions. By building a full lifecycle green system spanning R&D, production, sales, and recycling, we have established this as the most distinctive hallmark of SAIC's sustainable development journey.

Innovation is our engine for progress, and we are committed to "technological equity and inclusive safety." We continue to increase investment in electrification and intelligentization, bringing cutting-edge technologies—such as semi-solid-state batteries, super range-extended systems, digital chassis, and large intelligent driving models—into mass production to deliver more efficient and environmentally friendly mobility solutions. We uphold the safety red line of "zero thermal runaway battery," ensuring the compliant deployment of intelligent driving technologies, so that innovation truly serves users and benefits society at large.

Responsible governance is the cornerstone of our sustainable ecosystem. We have enhanced our ESG governance framework, incorporating key ESG indicators into executive performance evaluations and strengthening internal controls, compliance, and risk management. We are deepening global partnerships, with the full implementation of our Globalization Strategy 3.0 (Glocal), driving both volume and quality growth in overseas operations and achieving a leap from product exportation to value chain globalization. We actively fulfill our social responsibilities through initiatives in education, rural revitalization, and employee well-being, ensuring that the benefits of corporate growth are shared with broader communities.

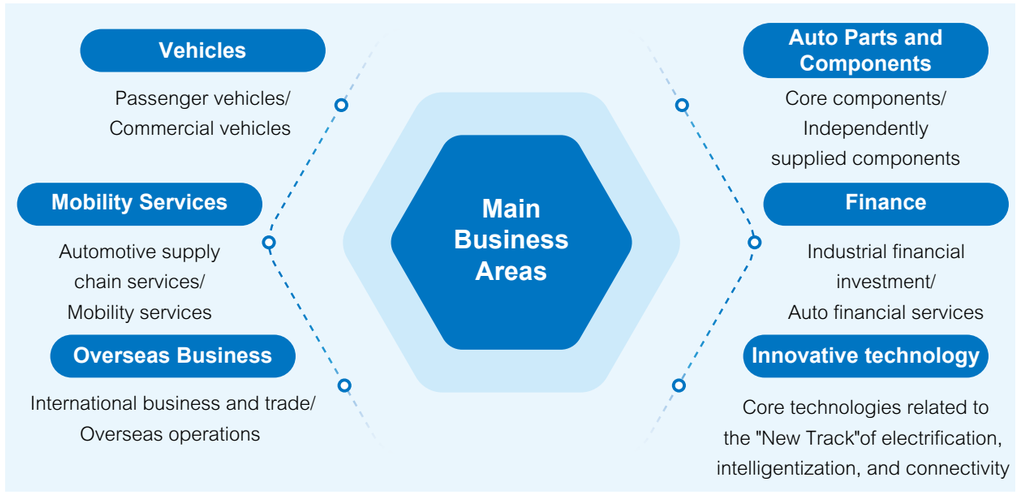
The future of the automotive industry is green, intelligent, and sustainable. SAIC Motor stands ready to join hands with global partners, navigating with responsibility as our rudder, innovation as our sail, and collaboration as our oars, to jointly drive the industry toward innovation, greening, excellence, and strength. We are committed to contributing to a modern automotive industry system in which humanity and nature coexist in harmony.

Chairman of SAIC Motor
Wang Xiaoqiu

About SAIC Motor

SAIC Motor Corporation Limited (Stock Code: 600104) completed its overall listing in 2011. Its business primarily covers the fields of vehicles, components, mobility services, finance, international operations, innovative technology, forming an integrated business ecosystem led by vehicle operations, with each segment closely collaborating, mutually empowering, and developing synergistically.

In 2025, SAIC Motor achieved wholesale sales of 4.507 million vehicles and retail sales of 4.67 million units, maintaining its leading position in the domestic industry. Of these, self-developed brand sales reached 2.928 million units, representing a year-on-year increase of 21.6% and accounting for 65% of total sales. New energy vehicle sales totaled 1.643 million units, up more than 33% year-on-year. Overseas market sales reached 1.071 million units, growing 3.1% compared to the previous year.



Currently, SAIC Motor employs approximately 180,000 people worldwide and has established a comprehensive, globally oriented automotive industrial chain integrating R&D, manufacturing, marketing, finance, and logistics. Its products and services are available in over 170 countries and regions.

Corporate Culture

Vision & Mission	Delivering Extraordinary Mobility Solutions with Green and Sustainable Technology
Core Values	Focusing on Consumers Growing with Partners Achieving through Innovation

Stakeholder Engagement

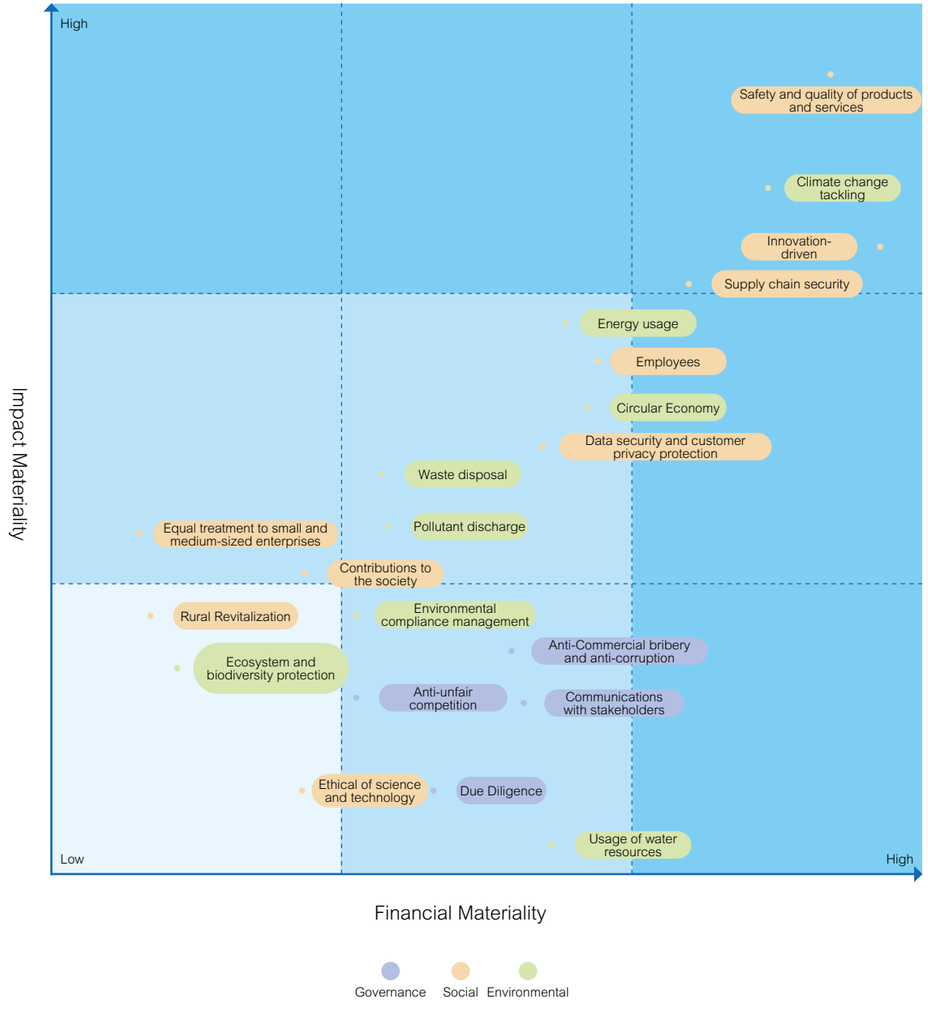
SAIC Motor places high importance on communication and engagement with stakeholders, maintaining close and ongoing dialogue. On issues of stakeholder concern, we actively listen to feedback and suggestions and take appropriate actions to respond, fostering mutual understanding and shared development.

Stakeholders	Main Concerns	Communication Mechanism and Methods
Users	• High-quality and safe products • Thoughtful and satisfactory service • Improving product and service experience • Protecting user privacy	• Innovating services and products • Satisfaction survey • Complaint resolution mechanism
Shareholders	• Corporate governance • Operating performance • Risk management • Information transparency	• Shareholders' meeting • Investor meetings and roadshows • Regular reports and temporary announcements • Information disclosure • Investor relationship management
Regulatory Authorities	• Value preservation and appreciation of assets • Compliance management • Paying taxes in accordance with the law • Implementing the "Carbon Peaking and Carbon Neutrality" actions • Safe production • Rural revitalization	• Work meetings and reports • Company research • Discussion and exchange • Government-enterprise cooperation • Promoting employment
Business Partners	• Integrity management • Collaboration and growth • Build mutually-beneficial relationships	• Dealer annual meeting • Procurement committee • Compliance check • Participation in industry standard development • Participation in industry associations and other discussions and exchanges
Employees	• Occupational health and safety • Legal rights and interests • Salary and benefits • Training and development	• Congress of workers and staffs • Employee symposium meeting • Satisfaction survey • Rationalization suggestions • Employee training and education
Communities	• Participating in community construction • Public welfare and charity undertakings • Jointly building a harmonious society	• Carrying out public welfare volunteer activities • Assisting in rural revitalization

Materiality Analysis

In alignment with regulatory requirements such as the *Shanghai Stock Exchange Self-Regulatory Guidelines for Listed Companies No. 14 – Sustainability Report (Trial)*, we conduct a dual materiality assessment. Building on the evaluation of the external impact significance of ESG issues, we further examine their financial materiality to the Company. This comprehensive approach enables us to fully understand how ESG matters affect both our business and the broader environment, laying the foundation for developing more robust and science-based sustainable development strategies in the future.

2025 Materiality Matrix



Awards and Honors 2025

Ranked 138th in the Fortune Global 500 in 2025
Fortune

Ranked 36th in the China 500 in 2025
China Enterprise Confederation, China Entrepreneurs Association

Best Practice Case of Listed Company Board in 2025
China Listed Companies Association

Best ESG Practice Case of Listed Companies in 2025
China Listed Companies Association

2024 Shanghai "Silver Dove" Merit Award
International Communication Office of the CPC Shanghai Municipal Committee

The Best Brand 2025 Top 100 China Brand Value Ranking
China Brand Economy (Shanghai) Forum Organizing Committee

2025 China Auto Industry Sustainable Development Practice Case – "Harmonious Contribution and Shared Benefits" Title
China Association of Automobile Manufacturers

17th Lieche Awards Annual Leading Enterprise in International Influence
National Business Daily

Annual List of Outbound Enterprises – Outstanding Outbound Brand Award
Cailian Press

Sino-Securities A-Share and H-Share ESG Rating: AA Level
Sino-Securities Index Information Service (Shanghai) CO., Ltd.

Wind ESG Rating: A Level
Wind Information Technology Co., Ltd.

SynTao Green Finance ESG Rating for Chinese Enterprises: A- Level
SynTao Green Finance Co., Ltd.

ESG Key Performance Highlights

Economic Performance

Total vehicle sales (wholesale)

4.507 million units

Of which: New energy vehicle sales

1.643 million units

Of which: Overseas sales

1.071 million units

Operating revenue

RMB **656.24 billion**

Net profit attributable to shareholders

RMB **10.11 billion**

Taxes contributed to the state (aggregated basis)

RMB **39.48 billion**

Governance Performance

- Successfully completed the election of the Ninth Board of Directors, with one additional female director appointed
- Revised the Working Rules of the Board's Strategy and ESG Sustainable Development Committee to support standardized operations of the committee
- 100% signing rate of integrity agreements for leadership and key positions throughout the year
- 100% completion rate of conflict-of-interest declarations for leadership positions

Environmental Performance

Total environmental protection investment exceeding

RMB **493.19 million**

Environmental training duration reaching

443,000 hours

Installed photovoltaic capacity reaching

409 MW

Photovoltaic power generation reaching

370 million kWh

Green electricity procurement totaling

450 million kWh

The rate of increase or decrease of energy consumption per 10 thousand RMB output value

decreased by **5.9%**

Cumulatively obtained **51** certifications, including Green Factory, Green Product, Green Supply Chain, and China Environmental Label Product

Social Performance

Research & Innovation

R&D investment

RMB 21.71 billion

R&D investment as a percentage of operating revenue

3.4%

Number of R&D personnel

30,329

Cumulative number of valid patents

24,840

More than 30 national high-tech enterprises within the group

Cumulative funding for university-enterprise collaboration projects

RMB 19.65 million

Customer Service

Complaint response rate

100%

Complaint closure rate

100%

Employment & Development

Collective labor contract coverage rate

100%

Total training duration exceeding

7.12 million hours

Female employees accounting for

20% of total workforce

Signing rate of the *Special Collective Contract for Female Employees*

100%

Training coverage rate

100%

Performance appraisal coverage rate

100%

Health & Safety

Employee physical examination coverage rate

100%

Safety production investment exceeding

RMB 560 million

Occupational health and safety centralized training for over

30,000 participants

Public Welfare & Philanthropy

Total investment in social public welfare initiatives

RMB 36.664 million

Beneficiaries reaching over

606,000 persons

Of which: Investment in rural revitalization exceeding

RMB 10.078 million

Of which: Rural revitalization beneficiaries exceeding

32,000 persons

Assistance provided to 15,000 instances of employees in need

More than 120 volunteer teams established

Volunteer workforce exceeding

45,000 persons

Total volunteer service hours exceeding

30,000 hours

Special Feature: Forging Ahead with Comprehensive Reform to Safeguard High-Quality and Sustainable Development

2025 marks a pivotal year for SAIC Motor in its comprehensive deepening of reforms and strategic structural adjustments. Centered on the core principles of "organizational efficiency enhancement, independent brand leadership, technology monetization, global deepening, and profitability recovery," the Company has accelerated its systematic transformation from scale-driven to high-quality development, achieving initial success with a "bottoming-out stabilization largely realized and a momentum of recovery and acceleration becoming increasingly evident."

Organizational Restructuring: Integrated Collaboration to Unlock the Full Value Chain

- Implemented integrated management for SAIC Motor Passenger Vehicles under independent brands, establishing the Executive Management Committee for Passenger Vehicles to consolidate R&D, production, marketing, and international business resources. This integration shortens decision-making pathways and enhances responsiveness.
- Advanced flat management for commercial vehicle operations by dissolving the Commercial Vehicle Division at the Group level. Its functions have been integrated into SAIC Maxus, streamlining management layers and decision-making processes, optimizing resource allocation, and strengthening technology sharing and global deployment.
- Established a user-centric product definition and iteration mechanism, connecting the entire vehicle development chain. Agile development processes have been fully implemented to continuously improve market responsiveness.

Business Portfolio Restructuring: Independent Brands Take the Lead, Shifting Growth Engines

- Sales of independent brands reached 2.928 million units, a year-on-year increase of 21.6%, accounting for 65% of the Group's total sales volume and establishing them as the primary growth driver.
- Built the "Starlink" industrial-investment platform centered on core operations, and advanced treasury system development to strengthen risk prevention across the industrial chain, further extending, reinforcing, and complementing key links in the value chain.

Product and Technology Optimization: Focusing on Intelligent Electrification, Monetizing Innovation at Scale

- Fully focused on new energy and intelligent technologies, achieving new energy vehicle sales of 1.643 million units, a year-on-year increase of 33.1%.
- Successfully commercialized advanced technologies such as semi-solid-state batteries, the "Hengxing" super extended-range system, and the "Lingxi" Chassis 2.0, positioning the Company's technological capabilities at the industry forefront.

Evolution of Joint Venture Model: Engaging in the New Joint Venture 2.0 model for a Mutual Empowerment

- Transitioned from "technology introduction" to "technology back-feeding," actively transferring proprietary technologies such as electric drive systems, intelligent cockpits, and intelligent driving solutions to joint ventures.
- The SAIC Audi E5 Sportback was launched, and SAIC GM introduced its premium new energy brand "ZhiJing," accelerating the rollout of intelligent and electrified joint venture products.
- Deepened strategic collaborations with ecosystem partners such as Huawei and CATL, accelerating open innovation and synergistic development.

Globalization Strategy Upgrade: Glocal 3.0, Full-Value Chain Internationalization

- Launched Overseas Strategy 3.0 ("Glocal"), shifting from product export to full-value chain internationalization and standards export.
- Overseas sales reached 1.071 million units. The MG brand sold over 300,000 units in Europe, becoming the best-selling Chinese brand in the region, and ranked among the top ten passenger car brands in 18 markets across Australia & New Zealand, the Middle East, Latin America, and Southeast Asia.
- Advanced localized manufacturing, R&D, and supply chain deployment overseas, enhancing operational resilience and compliance capabilities.

Governance Structure Optimization: Strengthening Structure and Enhancing Efficiency

- Completed the governance reform involving the abolition of the Supervisory Board, with oversight functions transferred to the Board's Audit Committee. The Company's Articles of Association and supporting regulations were revised accordingly to fully align with the new Company Law of the People's Republic of China.
- Completed the Board renewal process, appointing female independent directors to further enhance board diversity.
- Strengthened the operations of Board Specialized committees and refined the ESG sustainability governance mechanism, enhancing strategic leadership and integrated sustainable development capabilities.

During the 15th Five-Year Plan period, SAIC Motor will uphold a user-centric business philosophy, continuously advance innovation-driven transformation, and accelerate the cultivation of new quality productive forces. Committed to quality improvement and efficiency gains, the Company will continuously enhance operational quality, strengthen core competitiveness, and build a world-class enterprise, forging a new landscape featuring a stronger main business, a more optimized layout, faster response, and greater momentum — building a "New SAIC" with appealing products, technological strength, institutional vitality, and an organization aspired after by young people.

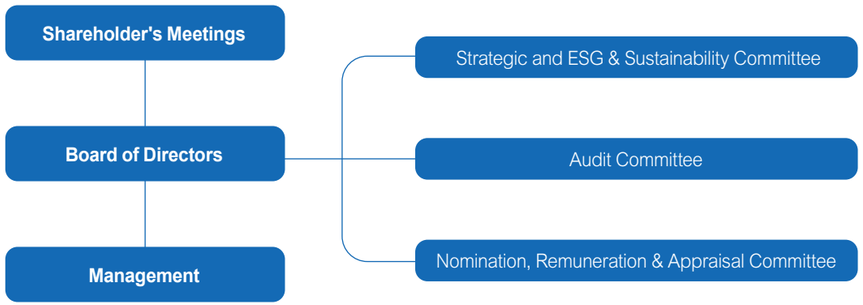
01 Strengthening Governance Ensuring Sustainable Growth

SAIC Motor has always regarded integrity in operations as the cornerstone of its enterprise development and views the protection of stakeholders' rights and interests as a core responsibility. The Company continues to refine its corporate governance and risk management systems, strictly adheres to business ethics standards, and consistently enhances the quality and transparency of information disclosure. By fully integrating the principle of integrity into corporate management, SAIC Motor lays a solid foundation for stable operations and sustainable development.

1.1 Compliance and Governance

SAIC Motor strictly complies with relevant laws and regulations such as the *Company Law of the People's Republic of China*, the Securities *Law of the People's Republic of China*, and the *Corporate Governance Guidelines for Listed Companies*, as well as requirements set forth by regulatory bodies including the China Securities Regulatory Commission (CSRC) and the Shanghai Stock Exchange. The Company has established a governance structure centered on the Shareholders' Meeting, the Board of Directors, and the Management Team. This ensures standardized operations and advances the development of a modern corporate governance system with Chinese characteristics.

Corporate Governance Structure



1.1.1 Board of Directors

SAIC Motor firmly believes that establishing a diverse, professional, and independent board structure is a critical foundation for improving corporate systems, enhancing the modernization of governance capabilities, and safeguarding shareholders' rights. The Company continuously refines internal governance documents such as the *Articles of Association*, *Rules of Procedure for the Shareholders' Meeting*, and *Rules of Procedure for the Board of Directors*. It has established robust processes for director nomination and performance evaluation, scientifically optimizing the composition of the Board by introducing members with diverse professional backgrounds and practical experience. This enhances the systematic, forward-looking, and scientific nature of decision-making and strengthens the Board's ability to assess strategy, risk control, and sustainable development.

During the reporting period, SAIC Motor completed the election of its Ninth Board of Directors. The new Board consists of eight members, including three independent directors—one of whom is female—and two external directors. External directors (non-independent directors who do not hold any other position in the Company besides director) do not receive compensation from the Company. Board members collectively possess expertise in risk management, financial management, legal affairs, and sustainable development, providing a solid foundation for efficient and scientifically informed governance. Each of the Board's specialized committees includes at least two independent directors, ensuring that independent directors can fully leverage their professional expertise and deeply participate in committee decision-making. This enhances transparency and compliance, effectively mitigating governance risks and potential conflicts of interest.

Position	Name	Professional Capacity			
		Industry experience	Risk Management	Finance & Accounting	Law
Chairman	Mr. Wang Xiaoqiu	√			
Director	Mr. Jia Jianxu	√		√	
External Director	Mr. Ge Dawei*		√		
External Director	Mr. Huang Jian		√	√	
Independent Director	Mr. Chen Naiwei				√
Independent Director	Mr. Sun Zheng		√	√	
Independent Director	Ms. Song Xiaoyan*				√
Employee Representative Director	Mr. Hua Ende	√			

Note: In June 2025, the Company convened its 2024 Annual General Meeting and completed the board election. Mr. Ge Dawei succeeded Mr. Wang Jian as External Director, and Ms. Song Xiaoyan succeeded Mr. Zeng Saixing as Independent Director. For details, see the *Resolution Announcement of the 2024 Annual General Meeting of Saic Motor.*

Type of Specialized Committee	Members Name
Strategic and ESG & Sustainability Committee	Director: Wang Xiaoqiu Committee Members: Jia Jianxu, Ge Dawei, Chen Naiwei,Song Xiaoyan
Audit Committee*	Director: Sun Zheng Committee Members: Ge Dawei, Song Xiaoyan
Nomination, Remuneration & Appraisal Committee	Director: Chen Naiwei Committee Members: Ge Dawei, Sun Zheng

Note: In May 2025, in accordance with the newly revised *Company Law of the People's Republic of China* and the CSRC's Guidelines on the *Articles of Association of Listed Companies*, SAIC Motor revised its *Articles of Association* to abolish the Supervisory Board or supervisors. The Board's Audit Committee now exercises the statutory supervisory functions previously assigned to the Supervisory Board under the *Company Law*. For details, see the *Articles of Association of Saic Motor*.

During the reporting period

Shareholders' Meetings
3

Board Meetings
8

Board Specialized Committee Meetings
11

Independent Director Special Meetings
4

Attendance rate for the Board and its members
100%

1.1.2 Management Team

SAIC Motor's Management Team utilizes mechanisms such as the President's Meeting, President's Office Meeting, and President's Special Topic Meetings to conduct analysis and collective decision-making on daily operational matters. The Management Team is also required to regularly report to the Board of Directors on the progress of resolutions and delegated matters, ensuring that the Board's strategic decisions are effectively implemented in day-to-day operations.

Position	Name	Professional Capacity			
		Industry experience	Risk Management	Finance & Accounting	Law
President	Mr. Jia Jianxu	√		√	
Vice President	Mr. Zhou Langhui	√	√		
Vice president, acting CFO	Mr. Wei Yong	√		√	
Vice President, Chief Engineer	Mr. Zu Sijie	√			
Vice President	Mr. Yang Xiaodong	√			
Vice President	Mr. Jiang Jun	√			
Vice President	Mr. Wu Bing	√			√
Chief Auditor	Mr. Jiang Baoxin	√	√	√	
General Legal Counsel	Mr. Zhou Qi	√			√
Secretary of the Board	Mr. Chen Xun	√			

Note: On June 27, 2025, the Company convened the First Meeting of the Ninth Board of Directors, completing the appointment of the new Management Team. For details, see the *Resolution Announcement of the First Meeting of the Ninth Board of Directors of Saic Motor.*

During the reporting period, company directors and senior executives actively participated in training sessions, seminars, and lectures organized by regulatory authorities, government agencies, and industry associations, continuously enhancing the Company's compliance standards and its capacity for innovative and sustainable development under evolving market conditions.

1.1.3 Shareholder and Investor Relations

Adhering to the principle of openness and transparency, SAIC Motor is committed to building an efficient investor relations management system. The Company has established internal mechanisms such as the *Investor Relations Management System* and adopts a hybrid "online + offline" approach. Through a comprehensive matrix of communication channels—including securities firm strategy conferences, periodic earnings briefings, investor visits, reverse roadshows, thematic investor events, investor hotline, email, corporate website, and the "SSE E-Interaction" platform—the Company maintains timely, accurate, fair, and effective communication with domestic and international investors. It strives to "address investor concerns, alleviate investor worries, and build investor confidence," while actively feeding investor feedback to senior management to protect the legitimate rights and interests of investors, especially small and medium-sized shareholders.

The Company conducted nearly 150 investor engagement activities, including participation in securities firm investment strategy meetings, investor site visits, roadshows, and reverse roadshows. In conjunction with events such as "SAIC Night" and the Shanghai Auto Show, it organized multiple investor experience tours and thematic exchange sessions, continuously strengthening communication and enabling investors to promptly and accurately understand the Company's operational performance.

During the reporting period

Investor visitors over
1,500

Answered inquiry calls more than
1,500

Responded to questions on the "SSE E-Interaction" platform over
230

Held earnings briefing meetings
3

1.1.4 Information Disclosure

SAIC Motor places high importance on the standardization and regulation of information disclosure. In accordance with the *Shanghai Stock Exchange Listing Rules*, the Company has formulated and strictly implements management documents such as the *Information Disclosure Management System* and the *Insider Information Personnel Registration and Management System*, conducting disclosure activities in compliance with laws and regulations. This ensures that disclosed information is timely, accurate, and complete, enabling all stakeholders to fairly and effectively understand the Company's management practices and operational status.

During the reporting period, the Company disclosed four periodic reports and 57 ad hoc announcements, with no correction announcements issued. Additionally, the Company voluntarily releases monthly production and sales updates and continues to publish its annual ESG report and internal control evaluation report, continuously enhancing the transparency of its disclosures. Since 2013, the Company has consistently maintained an "A-level" information disclosure rating from the Shanghai Stock Exchange.

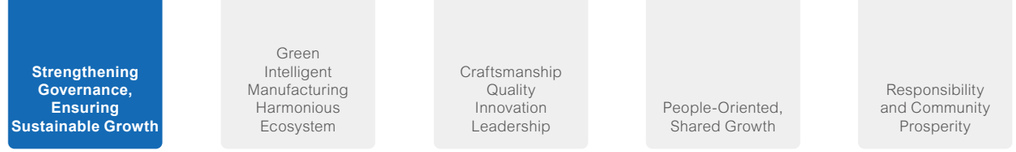
1.2 Optimization of Internal Control

Aligned with its overall corporate strategy and operational realities, SAIC Motor continuously optimizes its internal control and management mechanisms. By enhancing institutional frameworks, strengthening management measures, and incorporating external oversight and validation, the Company reinforces its risk prevention and control foundation, establishing a stable and efficient internal control system.

1.2.1 Internal Control Management Framework

SAIC Motor strictly complies with domestic regulatory requirements such as the *Basic Standards for Enterprise Internal Control* and the *Supporting Guidelines for Enterprise Internal Control*. Based on the *COSO Internal Control—Integrated Framework*, the Company has established a tailored internal control management system that aligns with its business structure, production and operation characteristics, and management needs.

The Company's internal control framework currently covers 26 key areas, including strategic planning management, crisis management, cash management, fixed asset management, intangible asset management, procurement and payment, operational project investment management, and investment management. Through systematic and standardized control over critical business processes and key risk points, the Company has significantly enhanced the resilience and transparency of its operations.



Control Environment	To foster a strong ethical culture, SAIC Motor has established management mechanisms including a code of ethics, corporate culture development, organizational system management, job descriptions and authorization controls, corporate governance procedures, human resources policies, internal audit mechanisms, anti-fraud systems, document management, and seal management.
Risk Assessment	The Company conducts targeted risk assessments across multiple dimensions, including organizational structure, ongoing risk evaluation, and special-purpose risk assessments, ensuring timely identification, scientific analysis, and effective response to uncertainties that may impact the achievement of control objectives.
Information and Communication	Through administrative meetings, internal reporting, information disclosure, investor engagement, and public relations management, the Company ensures that information related to internal control and risk is promptly collected and accurately, completely, and effectively communicated to internal and external stakeholders, maintaining transparency in internal management.
Monitoring and Supervision	A diversified supervision system has been established, including organizational oversight, continuous monitoring, special inspections, planning and reporting, and follow-up improvement mechanisms. These ensure regular evaluation of the adequacy, rationality, and effectiveness of internal controls, enabling full-process supervision of internal management.

1.2.2 Internal Control Management Measures

The SAIC Motor has established an Audit Work Leadership Group to strengthen leadership over internal auditing, enhancing top-level design, coordination, and implementation of major audit initiatives. Under the Board's oversight, the Company has established a standardized audit mechanism. To further improve management efficiency and risk prevention, SAIC Motor formulated the *Internal Audit System*, which standardizes and clarifies requirements regarding the internal audit system, responsibilities and authorities, audit procedures, utilization of audit findings, and accountability mechanisms.

SAIC Motor has established a dedicated internal audit body—the Audit Center—operating under the leadership of the Board of Directors, with oversight by the Chairman and co-management by the Chief Auditor. The Audit Center implements centralized, integrated management of internal audit activities across SAIC Motor and its subsidiaries, building a unified, comprehensive, authoritative, and efficient internal audit system that supports high-quality, sustainable development.

Through comprehensive "pre-event, in-process, and post-event" management, SAIC Motor has built a complete internal control system:

Pre-Event Warning and Prevention	**System Construction:** The Company has established a management system including the *Internal Control Manual*, ensuring institutional coverage across all business segments and management processes. **Risk Identification:** Departments are required to conduct regular risk identification and assessment in accordance with internal control procedures such as the *Ongoing Risk Assessment*, defining risk management plans and mitigation measures to proactively identify potential risks.
In-Process Monitoring	**Self-Assessment:** The Audit Office (Audit Center) organizes semi-annual internal control self-assessments for both the Group headquarters and subsidiaries to ensure risks remain manageable. **Regular Evaluation:** The Company has established systems such as the *Ongoing Supervision and Inspection* and *Internal Control Evaluation Measures for Subsidiaries*, requiring subsidiaries to conduct regular internal control self-evaluations and report findings to their respective boards of directors.
Post-Event Evaluation and Accountability	**Internal Audit:** The Audit Office (Audit Center) conducts economic responsibility audits and internal control evaluations for subsidiary general managers according to the annual audit plan, achieving full coverage every four years. It identifies issues, provides improvement recommendations, and follows up to ensure corrective actions are implemented. **Accountability:** The Company has established the *Detailed Rules on Accountability for Irregular Business Investments* and formed the SAIC Motor Accountability Working Group to strictly hold responsible parties accountable for violations and losses, ensuring the effective enforcement of accountability mechanisms.

1.2.3 External Oversight and Validation

SAIC Motor actively cooperates with government agencies such as the Shanghai State-owned Assets Supervision and Administration Commission (SASAC) and the Shanghai Audit Bureau for regulatory oversight and professional guidance, establishing smooth and efficient communication and collaboration mechanisms. Additionally, the Company engaged PwC Zhongtian Certified Public Accountants (Special General Partnership) to conduct an independent audit of the effectiveness of internal controls over financial reporting for the 2025 fiscal year. The auditor issued an unqualified opinion, further validating the maturity, stability, and reliability of the Company's internal control system.

During the reporting period, the Company's internal control system operated effectively, with no material or significant deficiencies identified in internal controls over financial reporting or non-financial reporting.

1.3 Risk Management

SAIC Motor is committed to building a systematic and forward-looking risk control framework, continuously enhancing a comprehensive risk management mechanism that spans all businesses and processes. By integrating risk management into daily operations and decision-making, and strengthening internal risk awareness, the Company safeguards its stable and sustainable development.

1.3.1 Risk Management System

SAIC Motor has established a multi-tiered risk management system that extends from the Board of Directors and management team down to all functional departments, creating an integrated, clearly defined, and collaboratively operating framework.

The Board of Directors, as the highest decision-making body for corporate governance and risk management, provides comprehensive leadership and coordination in establishing and optimizing the risk and internal control systems. The management team exercises risk management responsibilities under the Board's authorization, utilizing the President's Office Meeting mechanism to make key decisions on major risks. It is responsible for approving risk management strategies, major risk mitigation plans, and risk assessment reports for critical business decisions, ensuring that risk management requirements are effectively embedded in operational decision-making.

At the operational level, functional departments across the Group and its subsidiaries continuously conduct risk identification, analysis, and dynamic monitoring in accordance with established risk management procedures. Departments systematically identify risks that may impact the achievement of corporate objectives, conduct in-depth assessments of likelihood, impact, and triggering factors, and develop targeted response measures, enabling end-to-end, comprehensive risk control.

1.3.2 Risk Management Method

SAIC Motor's ongoing risk assessment process consists of five key stages: initial information collection, risk assessment, formulation of risk management strategies, implementation of risk solutions, and supervision with continuous improvement. This structured approach enables effective identification, evaluation, and mitigation of risks, further ensuring operational compliance and resilience.

Initial Information Collection

- Functional departments continuously collect and consolidate routine risk-related information

Risk Assessment

- Functional departments dynamically manage and assess the collected initial risk information
- Risks are classified based on likelihood, with triggering conditions identified
- The impact of risks on corporate objectives and their strategic value are evaluated

Formulation of Risk Management Strategies

- The President's Office Meeting defines the Company's risk appetite and tolerance, sets risk early-warning thresholds, and determines targeted countermeasures
- The President's Office Meeting regularly reviews and evaluates current risk management practices and drives continuous improvement

Development and Implementation of Risk Solutions

- Functional departments develop tailored risk management solutions based on established strategies
- All solutions must be approved by the President's Office Meeting before implementation

Supervision and Improvement

- Functional departments conduct regular self-inspections of risk management activities and promptly rectify identified gaps
- The Risk Management Department conducts annual evaluations of risk management performance across departments

To further strengthen risk governance, SAIC Motor has established a special risk assessment mechanism for major decisions. For significant operational investments and strategic initiatives, relevant departments must conduct feasibility studies, systematically identify and analyze risks, and submit written risk assessment reports to the President's Office Meeting for approval. This mechanism enhances front-end risk control and improves the scientific rigor of major decisions.

The Company also places strong emphasis on cultivating risk awareness and building risk management capabilities. Through regular, systematic training in key risk areas, SAIC Motor continuously enhances employees' understanding and practical application of risk management principles.

1.4 ESG Management

SAIC Motor actively responds to global and domestic sustainable development goals and compliance requirements by establishing a closed-loop governance system of "Board decision-making, Committee coordination, Management execution, and company-wide participation." During the reporting period, the Company revised and implemented the *Work Regulations of the Board's Strategic and ESG & Sustainability Committee*, further clarifying the committee's composition, responsibilities, and procedures. As the highest ESG decision-making body, the Board oversees all ESG-related matters and has delegated comprehensive ESG supervision to the Strategic and ESG & Sustainability Committee, which regularly reports on ESG topics to the Board.

Decision-making Layer	
The Board of Directors Strategic and ESG & Sustainability Committee*	• Assess the formulation and execution processes of the company's strategic plans. • Conduct research on ESG and other sustainable development policies, and provide recommendations on establishing the company's development goals and guidelines. • Review the company's medium- and long-term development strategies and implementation plans, as well as the company's annual ESG report and related disclosures. • Be responsible for reviewing major investment and financing proposals, significant capital operations, asset management projects, and other matters that require approval by the board of directors as stipulated in the company's Articles of Association, and submit recommendations to the board of directors. • Evaluate major issues affecting the company's development, inspect and supervise the implementation of major projects, and monitor and report on strategic performance.
Planning Layer	
Sustainability Working Group	• Develop and update specific ESG strategies, objectives, systems, and workflows, and ensure their effectiveness • Evaluate major ESG-related issues, develop and advance work plans for major issues, including ESG risk identification and response, ESG special management improvement, ESG information disclosure, stakeholder communication, etc. • Regularly summarize the progress and outcomes of major ESG-related initiatives and report to the Board and the Strategic and ESG & Sustainability Committee Coordinate the preparation of the Company's annual ESG information and compile the ESG Report. • Coordinate the company's annual ESG information and compile the ESG report. • Facilitate the implementation of ESG initiatives across various functional departments and related enterprises of the Company
Executive Layer	
Functional Departments and Subsidiaries of SAIC Motor	• Break down ESG-specific objectives and promote the effective execution of ESG tasks • Track, collect and organize annual ESG work progress, related information and data to ensure the veracity, accuracy and completeness of the information and data • Support the improvement of ESG management standards and information disclosure.

Note：In May 2025, SAIC Motor Corporation Limited revised the *work guidelines of the Board's Strategic and ESG & Sustainability Committee*. This revision further clarifies and enhances the composition and functions of the sustainability decision-making body. For detailed information, please refer to the *Work Guidelines of the Board's Strategic and ESG & Sustainability Committee of SAIC Motor Corporation Limited*.

SAIC Motor recognizes that linking ESG performance to management incentives is crucial for strategic implementation and risk and opportunity management. In building its ESG performance system, the Company incorporates management performance in environmental protection, social responsibility, and compliance into executive evaluations, aligning daily operations with national regulations, corporate social responsibility commitments, and sustainability goals.

To ensure accountability, the Company has established an ESG-linked performance management mechanism. In the event of major violations of laws or regulations, safety and quality accidents, environmental pollution, or other misconduct, the company shall hold the responsible executives at the management level strictly accountable. Accountability measures include, but are not limited to, salary reductions, clawback of compensation already paid, or suspension of unpaid compensation. This mechanism strengthens managerial responsibility and aligns decision-making with long-term sustainability objectives.

1.5 Integrity in Operations

SAIC Motor strictly complies with laws and regulations such as the *Supervision Law of the PRC*, *Anti-Money Laundering Law of the PRC*, *Anti-Unfair Competition Law of the PRC*, and *Provisional Regulations on Prohibiting Commercial Bribery*. The Company continuously strengthens its fair competition and integrity management systems, standardizes partner conduct, establishes reporting channels, and promotes integrity awareness through diverse initiatives, aiming to build a clean, compliant, and orderly business ecosystem. As an A-level taxpayer in credit rating, SAIC Motor enhances its corporate credit system through deepened bank-enterprise cooperation, strengthened credit management, and promoting social credit evaluation for subsidiaries.

1.5.1 Fair Competition

SAIC Motor closely monitors and strictly adheres to national antitrust legislation and enforcement in the automotive sector. Through close coordination with regulatory authorities and issuing group-level guidance, the Company enhances its overall antitrust compliance capability. The entire Group maintains a high level of vigilance, guided by the *SAIC Motor Antitrust Compliance Guidelines*, to meet compliance requirements across vehicle manufacturing, key components, and sales operations.

In 2025, SAIC Motor continued promoting the implementation of the *Guidelines* across subsidiaries, providing guidance on antitrust issues in daily operations, supporting merger filings for new projects, and requiring key departments to sign compliance commitment letters and conduct annual self-inspections. The Company also intensified training and awareness campaigns to establish a long-term antitrust compliance mechanism.

Case

Deepening Fair Competition Practices

To strengthen compliance governance and embed fair competition culture, SAIC Motor conducted on-site exchanges and specialized training with the Shanghai Municipal Market Supervision Administration's Enforcement Team during the reporting period. These interactions deepened understanding of fair competition policies, enhancing compliance awareness and risk management. The Company will continue improving its internal compliance system, integrating legal compliance into all operational processes to foster a fair, transparent, and predictable market environment.

1.5.2 Compliance Management System

In 2025, SAIC Motor advanced comprehensive reform, strengthened legal safeguards, enhanced governance, and promoted rule-of-law education to reinforce compliance in operations.

During the reporting period, the Company required the General Legal Counsel and Legal Affairs Department to participate in legal reviews of major business decisions, ensuring compliance and effective governance. The Company established legal affairs units at headquarters and key subsidiaries, achieving full coverage of dedicated legal counsel. In performance evaluation and accountability, SAIC Motor has incorporated "governing enterprises by law" into the economic responsibility assessments of key subsidiaries and executives. The Company revised the *Management System for Subsidiaries' Shareholders' Meetings, Boards of Directors, and Directors (Sole)* twice and issued the *Notice on Improving the Corporate Governance System of Subsidiaries*, with key measures including:

Establishing operational mechanisms and governance structures

- SAIC Motor requires its subsidiaries to revise their respective Articles of Association in accordance with the *Group's Articles of Association*, fully leveraging the guiding role of corporate charters to ensure that their content aligns with the Group's control principles and value orientation.

Clarifying responsibilities across governance levels

- SAIC Motor has refined the responsibility and authority lists for the shareholders' meetings, boards of directors, and executive management meetings, clearly defining division of powers, decision-making procedures, and management requirements. This ensures clear approval authorities across all governance levels and effective implementation.
- All subsidiaries have established a formal system for board delegation of authority to management teams, creating a closed-loop governance model characterized by "scientific decision-making, efficient execution, effective oversight, and vibrant operations."
- We require, in principle, that the positions of legal representative and general manager in its subsidiaries be held by separate individuals to prevent excessive concentration of decision-making and executive powers.

Optimizing Board Composition of Subsidiaries

- Currently, all subsidiaries of SAIC Motor have achieved a majority of external directors on their boards, enhancing board independence and objectivity. This enables boards to play a more critical role in strategic decision-making, risk oversight, and performance evaluation of management teams.

Strengthening Accountability Mechanisms

- SAIC Motor has established assessment criteria for major compliance risk incidents in subsidiaries, directly linked to board management responsibilities. The completeness of systems and action plans, governance compliance, and execution effectiveness are incorporated into performance evaluation indicators, driving subsidiaries to shift from "reactive compliance" to "proactive governance."

Conducting Rule of Law Education

- SAIC Motor has fully implemented the 8th Five-Year Legal Popularization Program, organizing subsidiaries to conduct legal education and publicity activities through diverse formats such as specialized training sessions, knowledge competitions, and mock trials.
- The SAIC Motor Trade Union has launched an online legal consultation service channel to provide employees with accessible legal support.

1.5.3 Integrity System

SAIC Motor maintains a zero-tolerance policy toward corruption, and has established a series of internal systems including the *Employee Rewards and Disciplinary Management System*, and the *Provisions on Maintaining Integrity for Leading Cadres*. These documents clearly define acts of corruption and bribery—including bribery, kickbacks, improper gains, and money laundering—and specify corresponding control measures to effectively prevent and manage corruption risks. At the same time, SAIC Motor has established a clear integrity management structure to ensure that all organizational levels actively participate in corruption risk prevention.

Audit Committee	Primarily responsible for guiding and overseeing internal audit work
Supervision Office	Specialize in handling accusations against supervision targets who violate integrity discipline or are suspected of official duty-related crimes
Institutional Control Leading Group	Responsible for driving the construction and evaluation of internal control systems across the Group and its subsidiaries
Tour Inspection Leading Group	Focuses on supervising subordinate organizations, ensuring effective integration of oversight resources

The Group has fully implemented the *Integrity Responsibility Agreement system* and strictly enforces regular conflict-of-interest declarations for leading cadres and personnel in key positions. The signing rate of integrity agreements and the declaration rate for conflict-of-interest prevention among leading and key personnel have both reached 100%, further clarifying the integrity responsibilities of relevant individuals. In addition, the Group conducts regular special inspections on conflict-of-interest prevention in conjunction with inspection work. In 2025, these inspections covered 260 leading and key personnel, including their spouses, children, and other specific associates, involving a total of 1,912 individuals.

To meet the needs of international operations, SAIC Motor has issued the *Guidelines for Integrity and Compliance in Overseas Enterprises*, focusing on standardizing anti-fraud measures and conflict-of-interest prevention in overseas operations. In 2025, SAIC Motor piloted cross-border corruption governance for state-owned enterprises, urging and guiding core international business units to carry out special initiatives centered on "strengthening compliance systems and standardizing overseas investment and operations." This effort promoted the establishment of robust compliance frameworks, refined authorization and control systems, and established a centralized fund management platform, providing strong support for the implementation of the Group's overseas market expansion strategy.

Meanwhile, the Group conducts in-depth annual analysis and assessment of integrity and compliance risks, summarizing prominent issues in integrity compliance. Adhering to a strict evaluation and enforcement philosophy, SAIC Motor conducts annual special reviews covering corruption and integrity across all subsidiaries and operational areas. These reviews are supplemented by independent fraud risk assessments conducted by external audit firms, with findings reported to the Audit Committee of the Board of Directors. Through a combination of internal and external measures, SAIC Motor continuously enhances its internal integrity management standards.

Partner Management

In accordance with the *Supplier Integrity and Compliance Management Regulations*, SAIC Motor has fully implemented a "dual-contract" model combining "business contracts" with "integrity agreements." Suppliers are required to sign integrity agreements simultaneously when entering procurement contracts, or include integrity clauses within the procurement contracts, ensuring all suppliers strictly comply with anti-corruption laws. On this basis, the Group has established and advanced a "controlled list" management mechanism for suppliers, imposing clear business cooperation restrictions on entities involved in corrupt practices, thereby strengthening supplier oversight.

Furthermore, SAIC Motor has incorporated supplier business ethics as a key criterion in ESG due diligence. Through supplier self-assessments, digital dynamic monitoring, and joint special audits conducted with third-party institutions, the Group ensures supplier integrity and compliance. In line with the *Supplier Integrity and Compliance Management Regulations*, SAIC Motor has also established designated payee lists, strictly limiting procurement activities with enterprises involved in bribery or corruption. Through these constraints and supervisory measures, the Group is actively fostering a clean and ethical industry ecosystem.

Reporting and Whistleblower Protection

SAIC Motor has established the *Measures for Handling Complaints and Reports on Fraudulent Conduct,* designating the Supervision Office as the dedicated department responsible for receiving complaints and reports. Employees, organizations, and individuals may submit reports via telephone, mail, email, or in-person visits. To strengthen whistleblower protection, the Supervision Office assigns dedicated personnel to receive, record, preserve, and process all reports. During investigations, strict confidentiality is maintained regarding the whistleblower's name, workplace, home address, and the content of the report to fully safeguard their rights and interests.

Reporting Channels of SAIC Motor

Reporting Phone:（021）22011092
Reporting Email: sqjw@saicmotor.com
Letters and Visits: Supervision Office, No. 489 Weihai Road, Shanghai
Postal Code: 200041

SAIC Motor strictly enforces the *Code of Conduct Prohibitions for Supervision Personnel*. Any personnel violating confidentiality rules will be seriously dealt with in accordance with regulations, and laws. The Group also rigorously implements the the *Administrative Sanctions Law for Public Officials of the People's Republic of China*, and will seriously punish any suppression or retaliation against individuals lawfully exercising their rights to criticism, complaints, or reporting. During the reporting period, SAIC Motor handled all fraud-related complaints and reports in strict accordance with established procedures, with no incidents of information leakage.

Integrity Training

Rooted in the traditional Chinese moral principle of "living uprightly and working cleanly," SAIC Motor promotes an integrity culture centered on the concept of"clean vehicles, clean people." This culture is integrated into corporate culture development,clean government initiatives, leadership team building, institutional development, and transparency in enterprise affairs, fostering a healthy and green business ethics environment. During the reporting period, anti-corruption training coverage for senior executives reached 100%.

Case

SAIC Motor Passenger Vehicle (SMPV): Integrity Education and Warning

In 2025, SMPV held its annual warning education conference, where participants watched warning education films, discussed case studies illustrating violations of related Regulation, and reviewed integrity management policies and standards for leadership conduct. Over 200 department heads attended the event, enhancing integrity awareness across all management levels.

To further implement the principle of "every level bearing responsibility for its domain," SMPV conducted nine specialized training sessions, including onboarding integrity talks for newly appointed cadres and conflict-of-interest declaration training. These sessions reached over 1,000 new cadres and key personnel, ensuring that integrity requirements are deeply internalized and effectively communicated throughout the organization.

Meanwhile, subsidiaries across the Group have developed distinctive integrity cultures tailored to their operational realities, enriching communication methods and strengthening employee awareness of integrity. In 2025, SAIC Financial Services Company's initiative titled *Strengthening Clean Financial Culture and Consolidating the Foundation for Industry-Finance Synergy* was selected as an outstanding case of distinctive integrity culture practices by the Shanghai SASAC.

02 Green Intelligent Manufacturing Harmonious Ecosystem

Climate change has become a major challenge to global sustainable development. Frequent extreme weather events and increasing pressure on ecosystems have profound impacts on economic and social operations. As a leading enterprise in China's automotive industry, SAIC Motor fully recognizes its responsibilities and mission in mitigating climate change. The Company actively responds to the national strategy of "carbon peak and carbon neutrality," and has established green and low-carbon transformation as one of its core corporate development strategies. SAIC Motor is committed to building a nature-respecting, green-oriented ecosystem, promoting coordinated emission reductions across manufacturing, products and services, and the industrial chain, and advancing a path toward environmentally friendly development.

*The environmental data covered in this report includes key domestic production enterprises within SAIC Motor (for HASCO and SNAT, please refer to their publicly available materials). This provides a solid foundation for climate action disclosure.

Strengthening Governance Ensuring Sustainable Growth | **Green Intelligent Manufacturing Harmonious Ecosystem** | Craftsmanship Quality Innovation Leadership | People-Oriented, Shared Growth | Responsibility and Community Prosperity

2.1 Climate Change Management

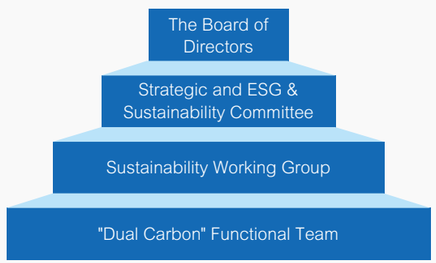
SAIC Motor adheres to the concept of sustainable development, proactively identifying climate-related risks and opportunities, setting clear climate goals, and deeply integrating them into its long-term development strategy. The Company drives green transformation across the entire product lifecycle—from research and development, manufacturing, and supply chain to end-use—systematically advancing carbon reduction initiatives and contributing corporate strength to global climate governance.

2.1.1 Climate Change Governance

The Board of Directors bears ultimate responsibility for the strategic direction and management effectiveness of the Group's response to climate change. It has authorized the Strategic and ESG & Sustainability Committee to research sustainable development policies, formulate corporate development goals and guidelines on ESG matters—including climate change—and regularly review reports on greenhouse gas emissions and the pathway to carbon peak. The Committee also deliberates on major climate-related decisions.

At the operational level, the Group has established a dedicated "Dual Carbon" Functional Team based on the existing Sustainability Working Group. Led by headquarters functional departments and in collaboration with key subsidiaries, this team coordinates greenhouse gas inventory, climate risk identification, and the development of management systems. This mechanism systematically assesses the impacts of short-, medium-, and long-term climate risks on the Group and its subsidiaries in areas such as operational stability, supply chain security, asset value, and market demand. It continuously optimizes business strategies, resource allocation, and emission reduction pathways, accelerating the transition toward green and low-carbon development.

Climate Related Governance Structure



2.1.2 Climate Change Strategy

SAIC Motor actively aligns with the global energy transition trend, seizes opportunities in clean technologies, and explores pathways for product and technological transformation. The Company is committed to establishing a multi-dimensional response framework to strengthen the management of its climate-related impacts, making positive contributions to the healthy development of the economy, society, and the environment.

Monitoring

Establish a risk assessment management system to regularly collect and analyze greenhouse gas-related data, ensuring timely awareness of the latest developments.

Prevention

Develop emergency response plans to enhance the ability to respond to extreme events, ensuring rapid response and reduced losses in case of emergencies.

Management

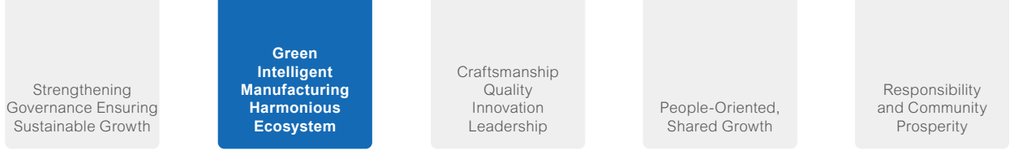
Optimize business processes to reduce carbon emissions and improve energy efficiency. Through technological innovation and management improvements, achieve efficient resource utilization.

Control

Implement a stringent environmental management system to ensure the effective execution of environmental protection measures. Regular audits and assessments are conducted to ensure continuous improvement in environmental management.

Mitigation

Promote the use of new energy vehicles to reduce fossil fuels consumption and lower GHG emissions. Through technological innovation and market promotion to advance the widespread adoption of green transportation methods.



To more effectively manage climate-related risks and capture associated opportunities, SAIC Motor has conducted a systematic identification of climate risks and opportunities. This enables the Company to better address physical risks, respond promptly to shifts in macro policies, and align with the broader societal transition toward low-carbon development.

Risk Type		Main Risk Description	Impact Period	Our Actions
Physical Risk	Acute	Extreme weather events (such as floods, droughts, and heatwaves) may cause damage to SAIC Motor's production facilities and supply chain, impacting production and operations.	Short-term, Medium-term, Long-term	• Conduct an environmental risk assessment to identify high-risk areas for floods, heatwaves, and waterlogging. • Optimize the infrastructure design of the plant site.
	Chronic	With global warming, rising sea levels may affect SAIC Motor's production and operations in coastal areas and impact the supply chain.	Medium term, Long-term	• Develop and conduct drills for extreme weather emergency contingency plans. • Strengthen the geographic diversification of the supply chain.
Transition Risk	Policies and Regulations	National policies on carbon emissions and environmental protection are becoming increasingly stringent, which may require SAIC Group to adopt stricter environmental measures in processes such as production and transportation, while also facing pressures such as rising carbon prices. This exposes SAIC Group to higher compliance costs.	Short-term	• Establish a carbon emission monitoring and reporting mechanism. • Review and clarify internal emission reduction targets. • Conduct dynamic analysis of energy-saving and carbon reduction technologies. • Closely monitor changes in regulatory compliance. • Promote the development of green factories.
	Market	The rapid development of the new energy vehicle market has had a greater-than-expected impact on the traditional fuel vehicle market, affecting SAIC Group's market share and profitability.	Short-term, Medium-term	• Accelerate the pace of R&D and market launch of new energy vehicle models. • Optimize product mix to enhance market competitiveness. • Expand overseas markets.
	Technology	The fast-paced advancement of new energy vehicle technologies requires SAIC Group to continuously pursue technological innovation and R&D investment. This not only increases the company's R&D costs but also exposes it to risks related to changing market demand and technology roadmap iterations.	Medium-term	• Continuously increase R&D investment in core technologies such as the three-electric system (battery, motor, electronic control) and intelligent driving. • Promote parallel development of multiple technology roadmaps. • Establish open innovation platforms and conduct collaborative research with universities, research institutions, and industry chain partners.
	Reputation	The company's performance in addressing climate change will affect its image of social responsibility. If the company performs poorly in environmental protection and social responsibility, it may face public criticism and pressure from society.	Long-term	• Publish ESG reports on a regular basis. • Establish a stakeholder communication mechanism to respond to stakeholder concerns in a timely manner.

SAIC Motor firmly believes that while climate change presents risks, the trend toward low-carbon and green development also brings diverse opportunities for corporate transformation and growth.

Opportunity Type	Main Opportunity Description	Our Actions
Market Opportunities	With increasing global emphasis on environmental protection and sustainable development, the new energy vehicle (NEV) market is experiencing significant growth. SAIC Motor is increasing its investment in NEVs to further enhance its market share.	• Increase investment in the new energy product sector, enrich the supply of green vehicle models, and meet diverse market demands. • Optimize product lifecycle design to improve energy efficiency and environmental friendliness.
Policy Support	The government's policy supporting for new energy vehicles and environmental protection technologies has provided a favorable development environment for SAIC Motor. These policies help the company to reduce market entry costs and enhance its market competitiveness.	• Actively respond to national and local environmental policy guidelines. • Actively respond to government-initiated programs such as green manufacturing and low-carbon pilot projects.
Technological Innovation	The challenge of responding to climate change drives technological innovation and industrial upgrading, providing new growth opportunities for SAIC Motor. The company is developing advanced battery technology, intelligent network technology, and other innovations to enhance product competitiveness and added value, meeting the market demand for high-performance, low-carbon vehicles.	• Continuously invest in R&D to promote the application and breakthroughs of clean energy, energy-saving processes, and intelligent technologies.
International Cooperation	Global attention to climate change fosters international collaboration, providing SAIC Motor broader with broader market expansion opportunities. The company can collaborate with international automobile manufacturers and technology firms to jointly develop NEVs and environmental protection technologies, expand into international markets and enhance brand influence.	• Strengthen cooperation with international partners in green technologies, standards alignment, and market development.

SAIC Group is committed to the comprehensive implementation of its climate transition plan, and has adopted a series of forward-looking strategies and measures across production, products, and the industrial chain.

Production & Manufacturing End Green Manufacturing	Product & Service End Low-Carbon Planning	Industrial Chain End Circular Economy
• Increase the share of renewable energy through self-built photovoltaic systems and a higher proportion of purchased green electricity • Improve factory energy efficiency by means of energy-saving technical upgrades, process innovation, and digital energy management technologies • Reduce the cost of green electricity through centralized procurement	• Promote the application of original low-carbon automotive technologies • Reduce carbon intensity of automotive products through lightweight design and the use of green, low-carbon materials	• Improve the material recycling rate and promote the adoption of new energy-saving and environmentally friendly materials • Implement extended producer responsibility (EPR) and establish a green, low-carbon system covering the entire automotive value chain

2.1.3 Management of Climate-Related Impacts, Risks, and Opportunities

Climate risk management has become a critical component of corporate operations. SAIC Motor actively collaborates with internal and external stakeholders and integrates key climate change factors into its enterprise-wide risk management system. Each business unit is responsible for the day-to-day identification and management of these risks, aiming to mitigate the potential impacts of material climate-related risks. The climate risk management process is conducted in parallel with other risk management processes, ensuring that all types of risks are comprehensively identified, assessed, and addressed within a unified governance framework.

Through regular climate risk assessments, the Group can promptly identify potential risks and develop targeted mitigation measures, thereby ensuring the stable operation of its business activities. As the "dual carbon" goals advance, SAIC Motor continuously refines its management processes—such as introducing more precise monitoring indicators and advanced technological tools—to ensure sustainable development under the evolving climate landscape. Meanwhile, climate risk has been assigned a high priority in the Company's internal ESG materiality assessment.

Strengthening Governance Ensuring Sustainable Growth	**Green Intelligent Manufacturing Harmonious Ecosystem**	Craftsmanship Quality Innovation Leadership	People-Oriented, Shared Growth	Responsibility and Community Prosperity

2.1.4 Climate-Related Metrics and Targets

Adhering to the philosophy of green development, SAIC Motor is committed to low-carbon transformation. The Company has established and publicly announced its goal of achieving carbon peak by 2025, and is dedicated to driving continuous emissions reductions across all stages of the product lifecycle. To support the national "dual carbon" goals, in 2025 SAIC Motor organized its Shanghai-based enterprises to actively respond to the requirements of the Shanghai Municipal Commission of Economy and Informatization and the Shanghai Municipal Development and Reform Commission. Leveraging the Shanghai Industrial Carbon Management Public Service Platform, these enterprises conducted carbon footprint accounting and reporting for industrial products, gaining insights into the carbon composition of their declared products, establishing key decarbonization initiatives, and further advancing targeted emissions reduction efforts.

The Company encourages its key subsidiaries to set differentiated carbon targets based on industry-specific characteristics. By the end of 2025, SAIC Volkswagen and SGMW, among others, had established emissions reduction targets approved through internal decision-making processes, which have been incorporated into their annual sustainable development management plans.

SGMW

Aims to achieve "carbon peak by 2025 and carbon neutrality by 2050." Following its recognition as a "forerunner" in Chinese industrial carbon peak initiative in 2024, in November 2025 the company was included in the first batch of "flagship intelligent factories" identified jointly by six ministries, including the Ministry of Industry and Information Technology and the National Development and Reform Commission, in recognition of its Smart Island manufacturing system.

SAIC Volkswagen

Committed to continuously reducing CO_2 emissions across the full lifecycle. Its Anting (Shanghai) and Ningbo production bases currently operate on 100% green electricity. The Company aims to power all production and operational activities with 100% clean electricity by 2030. It targets a 25% reduction in lifecycle carbon emissions per vehicle by 2030 compared to 2018 levels, and carbon neutrality by 2050. The enterprise was recognized as a "forerunner" in Chinese industrial carbon peak initiative in 2025.

In terms of emissions reduction practices, in 2025 the Group avoided a total of 133,000 tons of emissions through initiatives such as advancing the R&D and application of low-carbon materials and implementing large-scale energy-saving upgrades in production. These efforts minimized the rebound effect in energy consumption caused during technological transformation for new product projects. Meanwhile, the Company strictly complies with the national carbon emissions allowance system. All 23 enterprises in the Shanghai region fully completed their 2024 compliance obligations. The total allocated allowances for regulated enterprises amounted to 725,000 tons, with verified annual emissions of 652,000 tons, surplus allowances of 429,000 tons, and trading volume of 91,000 tons—achieving a 100% compliance rate.

Case

SMPV: Advancing Low-Carbon Material R&D

To promote low-carbon transformation across the industrial chain, SMPV has collaborated with domestic steel manufacturers since 2019 to develop low-carbon, short-process gear steel materials, implementing green manufacturing principles at the raw material source. By enhancing the recycling rate of scrap steel and optimizing energy consumption in production processes, the Company has achieved low-carbon substitution of gear steel materials. It was the first to achieve mass application in critical components such as CVT transmission pulley shafts, and has since extended this successful approach to multiple types of gear steel, continuously expanding the scope of low-carbon material usage. As of the end of the reporting period, cumulative usage reached 23,000 tons, avoiding approximately 35,000 tons of carbon emissions.

Case

SAIC Volkswagen: A Systematic Journey Toward Emissions Reduction

SAIC Volkswagen is deeply committed to its green and low-carbon strategy, systematically advancing coordinated emissions reduction across the full product lifecycle and the entire industrial chain.

Production Side: The Company continues to optimize its energy mix, generating 122 million kWh of photovoltaic power in 2025, and is conducting frontier research on biomethane and green hydrogen. Through energy-saving measures such as optimized workstation ventilation and intelligent paint shop retrofits, it avoided over 1,000 tons of emissions.

Product Side: The Company promotes the use of low-carbon materials, including low-carbon steel, and applies recycled aluminum in e-drive and transmission components, significantly reducing per-vehicle carbon footprint. It simultaneously optimizes logistics structure by increasing the proportion of waterway and rail transport to reduce emissions from transportation.

SAIC Volkswagen has completed carbon footprint accounting for key products such as the Lavida Pro and LFP battery cells, with third-party verification obtained. It has declared 72 models—including the ID.3 and ID.4 X—on the China Automotive Industry Carbon Disclosure Platform, with 88.5% of these models exhibiting lower carbon emissions than the industry average. The Company has preliminarily established a full lifecycle carbon accounting system covering materials, production, logistics, and use phases. During the 14th Five-Year Plan period, SAIC Volkswagen achieved a 41.5% reduction in comprehensive energy consumption per 10,000 RMB of output value and a 78.2% decline in carbon emission intensity, demonstrating significant progress in its green transformation.

2.2 Green Operations

SAIC Motor has deeply integrated green development principles into the entire project operation process, systematically optimizing its environmental management system and resource allocation. Through continuous improvement of environmental management mechanisms, the Company is committed to achieving synergistic enhancement of economic and environmental performance.

In 2025, two environmental administrative penalties were issued to enterprises under SAIC Motor. In response, the Group required the involved enterprises to strictly implement corrective actions, strengthen equipment operation inspections, conduct random checks on emissions, and enhance environmental compliance training and behavioral supervision for employees.

2.2.1 Environmental Management System

SAIC Motor strictly complies with the *Environmental Protection Law of the People's Republic of China* and relevant local environmental regulations, and has established Group-level environmental management capabilities in accordance with the ISO 14001 international standard, deeply integrating environmental management into daily operations. The Company conducts regular environmental training to strengthen employees' awareness and practical capabilities in environmental protection.

During the reporting period

Total of environmental protection
RMB **493.19 million**

Environmental training
443,000 hours

Trained employees
132,365

Drawing on its unique business model and global best practices in environmental management, SAIC Motor conducts real-time monitoring of environmental management at key project stages across the following four dimensions:

Environmental Impact Assessment

- Strictly adhere to the requirements of the *Environmental Impact Assessment Laws of the People's Republic of China* and other relevant laws and regulations for conducting environmental impact assessments of construction projects.
- Strictly implement the "three simultaneous" environmental protection system, ensuring that environmental facilities are designed, constructed, and put into operation simultaneously with the main facilities.
- Major new construction, reconstruction and expansion projects must obtain approval from environmental authorities and be implemented in accordance with laws and regulations.

Environmental Impact Monitoring

- Adopt automated, informatized, and centralized modes, using a digital energy management system to monitor production, transmission, and consumption processes centrally and dynamically.
- Develop monitoring plans and entrust qualified monitoring units to monitor pollution discharge outlets to ensure compliance with emission standards.

Environmental Emergency Mechanism

- Compile emergency response plans for environmental emergencies as required and register all emergency plans with local ecological environment bureau as required.
- Establish an emergency organization to ensure rapid and orderly emergency response.
- Conduct training and drills for various types of environmental emergencies to enhance employees' risk awareness and the ability of emergency personnel to properly handle accidents in emergencies.

Environmental Information Disclosure

- Establish an environmental information disclosure system, regularly publish environmental management information, and accept supervision.
- Key monitored enterprises publicly disclose environmental monitoring data on the environmental information disclosure platform of the local environmental protection bureau.

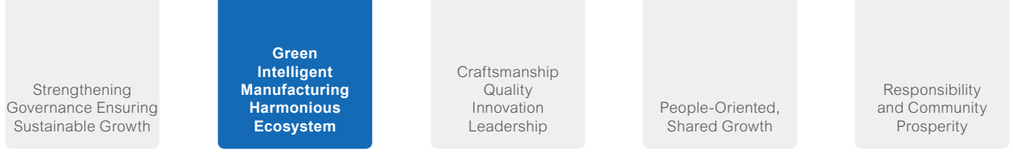
Case

SGMW: Championing Green Development Across the Entire Value Chain

SGMW embraces the philosophy of "renewal through innovation, progress through sustainability," enhancing employee environmental awareness through diverse initiatives such as environmental knowledge competitions, cultural exhibitions, and online gamified learning. With over 30,000 cumulative participations, the Company has fostered a strong green corporate culture.

During the reporting period, SGMW optimized its green supply chain management system and refined management procedures to advance sustainability across the entire value chain. On the product side, the Company expanded the use of recycled materials, built a low-carbon product portfolio, and continuously improved product carbon footprints. On the production side, it accelerated the transition to green energy and enhanced energy efficiency. On the supply chain side, it guided partners to reduce emissions at the source of raw materials and processes. Over 80% of suppliers now use energy-efficient and environmentally friendly technologies and equipment. The annual green supplier assessment rate reached 83.5%, with a cumulative total of 473 suppliers achieving ISO 14001 certification—demonstrating significantly enhanced green manufacturing capabilities. On the logistics side, the Company promoted intermodal transportation and green packaging, innovatively implementing initiatives such as "bamboo instead of plastic" and "aluminum instead of copper" to reduce environmental impact and improve resource efficiency. Through cross-chain collaboration on carbon reduction, SGMW was awarded the title of "Green Supply Chain Management Enterprise" by the Guangxi Zhuang Autonomous Region in 2025.

New Energy Autonomous Logistics Vehicles



2.2.2 Advancing Green Manufacturing

SAIC Motor continues to enhance the automation and intelligence levels of its manufacturing bases, optimize operational efficiency, and strengthen management systems for energy and carbon emissions, water use, and waste discharge. By implementing comprehensive energy-saving and emissions reduction measures, the Company is building a solid foundation for reducing carbon emissions throughout both production processes and the full lifecycle of vehicles. Clean technology R&D is a core strategic priority, with sustained investment increases and clearly defined future funding targets.

During the reporting period

Enterprises under SAIC Motor collectively received **51** certifications at the national or provincial/municipal level, including Green Factories, Green Products, Green Supply Chains, and China Environmental Label Products.

Energy Management

SAIC Motor continuously optimizes production processes and its digital energy management systems, advancing the strategic shift from dual control of energy consumption to dual control of carbon emissions, with a target of reducing energy intensity per unit of output by 3% annually. The Company is prioritizing the development of "distributed photovoltaics + smart microgrids" across its industrial enterprises to increase the share of renewable energy. By establishing green factories and green supply chains, it promotes coordinated industrial development. It is implementing equipment renewal investment plans, replacing all high-energy-consuming equipment with models meeting advanced efficiency standards. During the 14th Five-Year Plan period, energy consumption per unit of product decreased by more than 15% compared to conventional equipment.

SAIC Motor continues to increase the proportion of renewable electricity in its energy mix. During the reporting period, renewable energy usage rose steadily, effectively improving energy performance and structure. Each factory has established periodic, quantifiable energy-saving targets or per-unit energy consumption goals. Through enhanced management, equipment upgrades, and intelligent technology applications, emissions reduction plans have been extended to the retrofitting of core production equipment, minimizing carbon emissions from manufacturing operations and driving the achievement of energy-saving objectives. During the reporting period, SAIC Motor implemented over 100 energy-saving improvement projects.

Meanwhile, the Company continuously explores opportunities for energy conservation through management improvements and technological innovation, and systematically tracks and enhances energy efficiency by analyzing the implementation of energy management targets. The Company is actively exploring new applications for clean energy and expanding the share of green energy to make meaningful contributions toward its carbon goals.

During the reporting period

Installed photovoltaic capacity reached	Solar power	Green electricity procured
409 MW	**370 million** kWh	**450 million** kWh

Case

SGMW: Driving Energy-Efficient Operations

In 2025, SGMW continued to advance energy conservation and emissions reduction at its production bases, focusing on equipment start-stop optimization, process parameter improvements, energy efficiency enhancement, and intelligent control. The Company achieved energy savings of 4,538 tons of standard coal, avoided 16,000 tons of CO_2 equivalent emissions, and reduced energy costs by over RMB 20 million.

SGMW significantly reduced electricity and natural gas consumption by optimizing paint shop operations and implementing key measures such as lean operation of RTO incinerators, elimination of the mid-coat flash-drying process, burner upgrades in ovens, variable frequency control of circulation fans, and frequency modulation and pressure reduction in pump rooms. Specifically, the RTO system retrofit enabled dual-line single-unit operation, avoiding annual carbon emissions by 566 tons. Eliminating the mid-coat flash-drying process saved 900,000 kWh of electricity annually and avoided 1,347 tons of emissions. Burner upgrades, along with variable frequency control of fans and pumps, further contributed to energy savings and emissions reduction.

Water Resource Management

SAIC Motor places high importance on water resource protection and management, strictly complying with relevant laws and regulations such as the *Water Pollution Prevention and Control Law of the People's Republic of China* and the *Regulations on Pollutant Discharge Permitting*, to standardize wastewater discharge management. Through improved management systems, water-saving measures, and awareness campaigns, the Company integrates water conservation into all aspects of production and operations, and is progressively establishing water management targets to support sustainable water use. The Company is also actively promoting the application of wastewater recycling technologies and striving toward the goal of "zero liquid discharge."

Initiatives	Practices of SAIC Motor Passenger Vehicle
Setting Management Targets	**Each base has reviewed and achieved its own water resource management objectives:** Lingang Base target：0.91 m³ per vehicle, achieved 0.82 m^3 per vehicle. Plant 1 of Zhengzhou Base target：0.58 m³ per vehicle, achieved 0.54 m^3 per vehicle. Plant 2 of Zhengzhou Base target：0.73 m³ per vehicle, achieved 0.66 m^3 per vehicle. Ningde Base target：0.74 per vehicle, achieved 0.69 m^3 per vehicle. Nanjing Base target：0.91 m³ per vehicle, achieved 0.87 m^3 per vehicle.
Improving Water Resources Management	Water Management Ledger: Regularly track and calculate water usage, dynamically adjust water usage plans based on real-time data. Intelligent Management: Improve water metering facilities to achieve precise monitoring of water data. Promote Water-saving Equipment: Replace high-water-consuming equipment with efficient water-saving devices to enhance water resource utilization efficiency.
Awareness Promotion	Emphasizing the cultivation of employees' water-saving awareness through various forms of publicity and educational activities, and advocating the participation of all staff in water-saving actions

SAIC Motor actively expands water reuse applications, promoting water recycling through measures such as reclaimed water reuse.

During the reporting period

Direct water intake totaled
28.12 million m³

Recycled water use reached
634.57 million m³

Case

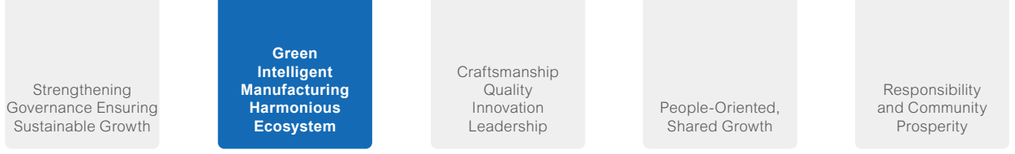
SMPV: Advancing Reclaimed Water Reuse

In 2025, the Zhengzhou base of SAIC Motor Passenger Vehicle upgraded its reclaimed water reuse system, giving new life to treated wastewater through sand filtration, activated carbon adsorption, and disinfection, which is now used for irrigation of hundreds of acres of green space and daily cleaning. The two-phase system processes an average of 210 m³ per day, saving over 300,000 m³ annually, significantly reducing freshwater consumption and supporting green production.

Case

SAIC GM: Precision Water Management

The SAIC GM Dongyue base uses approximately 300,000 m³ of freshwater annually, with a water reuse rate reaching 95%. Film-based pretreatment process innovation saves 12,000 tons of water annually and reduces wastewater discharge by 33%. Automatic recovery of air conditioning condensate and reuse of RO concentrate for sand filter backwashing give new value to "marginal water." Continuous iteration of coolant recycling technology in machining processes achieves over 50% water savings. Optimized electrophoretic coating spray and tank drainage strategies saved 13,000 tons of water. Every drop counts—supported by a company-wide water-saving culture. From training to recognition programs, from visual operation guides to incentive mechanisms, water conservation has become an embedded behavioral norm across all positions.



Pollution Prevention and Waste Management

2025 marks the beginning of the second five-year validity period for the comprehensive implementation of pollutant discharge permit management in the automotive manufacturing industry. SAIC Motor remains committed to green development, strictly adhering to ecological and environmental red lines, and focusing on source-level emissions reduction and compliance management. Through years of continuous upgrades for characteristic pollutant reduction and refined environmental governance, the total permitted emissions of pollutants have significantly decreased, greatly reducing the environmental impact of manufacturing operations. To minimize the environmental impact of waste, SAIC Motor has established an Environmental Protection Leadership Group and working teams responsible for managing wastewater, exhaust gases, solid waste, and noise. Advanced pollution control technologies are deployed across all stages—from production and storage to transportation and final disposal—ensuring strict, end-to-end control.

Enterprises under SAIC Motor closely monitor the latest environmental regulations and continuously improve their environmental management systems based on operational realities. The Company has progressively established targets for emission and hazardous waste, building a comprehensive pollution management system with clear reduction goals.

The hazardous waste targets and achievement status of SAIC Motor Passenger Vehicle are as follows:

Lingang Base

Target 7.561 kg per vehicle,
achieved 7.326 kg per vehicle;

Ningde Base

Target 6.250 kg per vehicle,
achieved 6.105 kg per vehicle;

Nanjing Base

Target 6.261 kg per vehicle,
achieved 6.098 kg per vehicle;

Zhengzhou Base

Plant 1: Target 6.601 kg per vehicle,
achieved 6.420 kg per vehicle;
Pant 2: Target 6.196 kg per vehicle,
achieved 6.004 kg per vehicle;

SAIC Motor and its subsidiaries have implemented comprehensive and multi-level pollution control measures in the areas of Sewage, emission, noise, and solid waste:

Sewage Treatment

- Implement rain and sewage separation to prevent mixing at the source.
- For companies involving heavy metals, strictly enforce online monitoring of water pollutants to ensure real-time data monitoring.
- Regularly commission qualified testing institutions to conduct comprehensive Sewage testing to ensure water quality meets standards.

Emission Control

- Commission professional monitoring institutions to test emission to ensure the compliance with environmental standards.
- Optimize production processes and equipment to reduce the generation of emission.

Noise Treatment

- Conduct industrial noise pollution control work by optimizing equipment layout, using soundproofing and noise-reducing materials, and installing vibration dampers to reduce noise pollution during production.
- Regularly maintain and inspect equipment to ensure proper operation and minimize abnormal noise caused by equipment failures.

Solid Waste Treatment

- Strictly implement separate collection to ensure that different types of solid waste are properly handled.
- Strictly implement the joint order system and account management system to realize the supervision of the whole process of hazardous waste from generation to disposal.

Case

SMPV: Green Upgrading through Source Reduction

In 2025, SMPV focused on pollution prevention at the production source, systematically advancing waste solvent reduction, hazardous waste source minimization, and VOCs control projects across its five major bases—Lingang, Nanjing Pukou, Ningde, Zhengzhou Plant 1, and Zhengzhou Plant 2—achieving significant reductions in pollutant emissions. Through key initiatives such as water-based solvent reduction, waste solvent concentration, and optimization of electrophoretic coating solution tanks, the Company reduced hazardous waste by over 316 tons annually, including a 788.6-ton reduction in waste solvents (of which 604 tons were water-based solvents), and saved 84.6 tons of raw materials. The Nanjing Pukou base achieved "zero generation" of waste IBC-Containers by adding new electrophoretic coating solution storage tanks, eliminating over 700 waste drums annually and reducing hazardous waste by more than 10 tons. The Ningde base commissioned activated carbon treatment facilities, effectively reducing VOCs emissions by approximately 0.6 tons.

By optimizing processes and upgrading equipment, each base has established a closed-loop management system spanning "generation—treatment—reuse," significantly reducing environmental impact and advancing green manufacturing toward greater precision and intrinsic sustainability.

2.3 Circular Economy

SAIC Motor adheres to the philosophy of green development and is committed to pioneering circular economy models to fully support the achievement of the national "dual carbon" strategy. The Company pursues multi-dimensional innovation to continuously improve resource efficiency, achieving source-level material reduction and closed-loop recycling. It is also actively developing the remanufacturing industry for automotive components and promoting the safe recycling of end-of-life traction batteries, striving for efficient resource transformation.

2.3.1 Material Circulation and Reuse

SAIC Motor treats resource circulation and efficient utilization as core areas of sustainable development, deeply embedding green circular principles to enhance resource efficiency and continuously exploring circular economy practices. Through innovation and R&D, the Company increases material recycling rates, reduces waste, and achieves continuous breakthroughs in shared reuse and lightweight design, contributing to the implementation of the national "dual carbon" goals.

Case

SMPV: Advancing Material Circulation

SMPV upholds the principle of efficient resource utilization, deeply integrating material recycling into product development and manufacturing systems. It systematically advances R&D and large-scale application of recycled and short-process materials, continuously reducing reliance on virgin resources and enhancing the overall circularity of the industrial chain.

The Company has collaborated with steel manufacturers to develop short-process special steel technologies, significantly increasing scrap steel utilization and enabling high-value recycling. It promotes the use of "converter + scrap steel" green steel materials, raising the scrap steel addition ratio in converters, effectively reducing iron ore and coke consumption, and lowering resource intensity in the metallurgical process. For non-metallic materials, the Company has successfully mass-produced and applied recycled plastic PP-TD20 RPP-2013M containing 30% post-consumer recycled polypropylene (rPP), enabling closed-loop recycling of waste plastics in automotive-grade components. Additionally, by innovatively introducing Dinamica synthetic suede—made from recycled polyester primarily derived from used PET bottles, with a recycled content of up to 45%—the Company significantly reduces dependence on virgin petrochemical resources. By advancing resource substitution and recycling through both metallic and non-metallic pathways, SAIC Motor Passenger Vehicle is deepening the integration of lightweighting, decarbonization, and circularity, accelerating the development of a resource-efficient and environmentally sustainable manufacturing system.

Recycled Fibre Production Process

Dinamica Production Process

Case

SAIC Volkswagen: Building an Efficient Circular Manufacturing System

SAIC Volkswagen continues to advance lifecycle-wide resource reduction, establishing an efficient resource utilization system spanning product design, manufacturing, supply chain management, and logistics.

By optimizing stamping processes, SAIC Volkswagen improves sheet metal utilization, reducing virgin steel consumption and minimizing material waste at the source. On the supply chain side, it encourages steel suppliers to increase scrap recovery and reuse rates, and applies low-carbon steel in models such as the AUDI E5 Sportback, promoting upstream material recycling. It also guides transmission and e-drive system suppliers to use recycled aluminum, significantly reducing reliance on primary bauxite resources and enabling high-value recycling of critical components. In logistics, the Company further optimizes its transportation network, increases the proportion of rail-water intermodal transport, reduces shipment frequency, and promotes reusable packaging to minimize single-use packaging, thereby improving the efficiency of packaging and transport resources.

Through cross-functional collaboration, SAIC Volkswagen is gradually transitioning from linear resource consumption to a circular model, comprehensively reducing dependence on virgin materials.

During the reporting period, SAIC Motor's after-sales system case study titled *"Back-End Informs Front-End: A Closed-Loop Practice from End-of-Life Dismantling to Vehicle Development"* was selected for inclusion in the Excellent Cases of Pilot Programs on *Extended Producer Responsibility (EPR) for Automotive Products,* compiled by the Automotive Industry Energy Conservation and Green Development Evaluation Center. This case innovatively bridges end-of-life dismantling feedback with forward product design, achieving closed-loop management where remanufacturing and recycling needs drive design optimization. It provides an industry-replicable and scalable circular economy model, supporting the green transformation and sustainable development of the automotive sector.

2.3.2 Green Packaging

SAIC Motor consistently upholds environmental principles, prioritizing packaging material reduction as a key annual initiative. The Company continuously innovates in packaging circulation, lightweight design, and volume efficiency, fully advancing green packaging development. Currently, SAIC Motor has achieved 100% use of recyclable, reusable, or biodegradable eco-friendly materials for all packaging tools. Among its brands, both SAIC Motor Passenger Vehicle and SAIC Volkswagen have achieved recyclable packaging ratios exceeding 95% in finished products, demonstrating industry-leading packaging management capabilities.

The Company views the construction of a reusable packaging system as a critical component of resource reduction and circular economy practices. It has always adhered to the management principle of 'prioritizing the use of recyclable, directly line-feed returnable packaging while avoiding repacking operations and the use of single-use packaging,' and systematically promotes the circular sharing of packaging, lightweighting and weight reduction, as well as the improvement of volume utilization.

Since 2018, the Group has implemented centralized packaging management for suppliers, leveraging SMPV logistics SOR clauses and unified packaging design standards to promote standardization and shared use of packaging between OEMs and suppliers. In the 2024 coordinated packaging tender, bidders were specifically encouraged to "utilize existing assets to reduce costs and lower entry barriers," fully activating market-embedded resources for efficient reuse. By the end of 2025, the proportion of coordinated packaging in new projects exceeded 78.6%. Through centralized Group management, redundant supplier investments were minimized, effectively reducing the total inventory of packaging tools. In 2025 alone, approximately 116,000 plastic and returnable containers were avoided, equivalent to saving 230 tons of raw materials and reducing carbon emissions by about 575 tons.

In terms of lightweighting, the Company continuously reduces per-unit packaging weight through structural optimization and the use of new lightweight materials, while strictly controlling over-packaging to improve transportation and storage efficiency. With the widespread use of durable materials such as metal and engineering plastics, the recycling rate of general industrial solid waste across subsidiaries remains no lower than 83%, significantly reducing resource consumption and environmental impact.

Case

SAIC GM: Enhancing Packaging Circulation Efficiency

SAIC GM continues to deepen resource recycling practices, extending green supply chain management across the entire packaging lifecycle. The Company actively promotes packaging sharing and system optimization, reusing retired engine carriers—retrofitted for long-term battery module storage—to replace single-use packaging and achieve high-value reuse of obsolete tooling. In response to the multi-platform, co-line production characteristics of NEVs, it independently developed a four-directionally adjustable flexible carrier compatible with multiple battery types, significantly improving versatility and reducing dedicated packaging needs. For packaging lightweighting, structural design optimization has led to weight reduction in stamping carrier frames, lowering steel consumption. High-strength new materials have also been introduced to advance the lightweight upgrade of transport carriers.

To further enhance logistics efficiency, SAIC GM innovatively applied intelligent lifting carriers and high-strength cantilever structures, continuously improving packaging volume utilization and load density, increasing per-trip capacity and reducing turnover frequency. These initiatives have systematically reduced packaging resource consumption and logistics costs, establishing a green packaging solution that integrates reusability, dynamic adaptability, and lightweight efficiency.

2.3.3 Green Warehousing and Logistics

Logistics and transportation serve as the critical channel for delivering end products from manufacturing bases to customers, playing a vital role in the supply chain and representing a major source of energy consumption and greenhouse gas emissions. SAIC Motor is committed to building a green and low-carbon end-to-end system, evaluating the environmental impact of product transportation and warehousing across the entire lifecycle—from design and development to end-of-life disposal.

SAIC Motor actively implements green logistics practices through a series of initiatives:

Optimize Vehicle and Component Transportation

- In the transportation link of vehicles and parts and components, vigorously expand multimodal transport mode, integrate the advantages of railway, highway, waterway, and other transportation modes, and realize efficient coordinated transportation.
- Conduct in-depth analysis of transport needs by using big data and intelligent algorithms to optimize the layout of network transport nodes, reduce unreasonable transport routes, and minimize short-haul transport volumes.
- Introduce new energy transport vehicles such as pure electric trucks and hydrogen fuel cell trucks to replace traditional fuel-powered transport vehicles.

Establish Carbon Emission Calculation and Control System

- Establish a scientific carbon emission calculation model for the entire value chain, including logistics into the factory, within the factory, and out of the factory.
- Collect and analyze data from various stages, including transport vehicle energy consumption, production and recycling of packaging materials, and warehouse operations, to accurately calculate carbon emissions. Select pilot models, set quantified carbon emission targets per unit, and implement strict control. Real-time monitoring of carbon emissions during the logistics process allows for timely adjustments and optimization strategies to gradually reduce total carbon emissions in the logistics sector.

Deeply Promote Network Transportation

- Continuously deepen the networked transport model for whole vehicle and parts logistics, further optimizing transport network routes to make them leaner and more effective.
- Integrate transport resources and plan routes rationally to further reduce short-haul transport volumes and improve transport efficiency.

SAIC Anji Logistics Co., Ltd. (hereinafter referred to as SAIC Anji Logistics), as an important part of SAIC Group's full value chain sustainable development, continues to advance the deployment of clean energy transport capacity, accelerate the replacement and renewal of transport vehicles and domestic trade vessels, with eight 9,500-CEU ocean-going Ro-Ro vessels successively put into operation, and the proportion of clean energy vessels continuously increasing. In warehousing operations, technological upgrades such as smart terminals and automated high-bay warehouses have significantly reduced energy consumption in storage and handling, enhancing resource efficiency through digitalization and intelligent management. In transport organization, the Company actively promotes intermodal models such as "river-sea combined transport" and "water-rail combined transport," significantly reducing carbon emissions in logistics. It has launched milk-run programs along key corridors—including Sichuan-Chongqing, Liaoning, West Anhui, and Henan-Shandong—optimizing logistics routes and improving load factors to further enhance operational efficiency.

As a driver of industry-wide sustainability, Anji Logistics actively participates in the development of green standards and has joined the Shanghai-based Professional Services Alliance for Enterprises Going Global, strengthening its global service capabilities. Its Haitong Terminal successfully passed the on-site evaluation for the Green Port Certification by the China Ports Association, becoming the first roll-on/roll-off terminal in China to receive this recognition. In November 2025, Anji Logistics was awarded a Silver Medal in EcoVadis' comprehensive sustainability assessment—an internationally recognized CSR rating platform—placing it within the top 11% of all companies evaluated globally, underscoring its leadership in green logistics and warehousing.

*For more information on Anji Logistics' ESG practices, please refer to its *Environmental, Social and Governance (ESG) Report.*

2.4 Ecological Protection

SAIC Motor actively promotes environmental protection initiatives to maintain ecological balance, working with customers and employees to conserve biodiversity and safeguard the natural environment on which humanity depends. Guided by the principle that "lucid waters and lush mountains are invaluable assets," the Company is deeply advancing a range of biodiversity conservation initiatives, improving ecological management systems at production sites, and organizing diverse ecological protection activities to contribute to a harmonious coexistence between humanity and nature.

Case

SGMW: Baojun Base Writes a New Chapter in Green Intelligent Manufacturing

SGMW has long been committed to ecological civilization, advancing green, high-quality development and intelligent manufacturing transformation. The Baojun Base, guided by the principles of "ecology, low carbon, and vitality," is supported by a professional landscaping team that scientifically arranges trees, shrubs, and lawns, using native plant species suited to local conditions to create a multi-layered, diverse ecological system across the site. The campus features over 150 plant species, with a green coverage rate of approximately 26% of the total site area. It provides a favorable habitat for small mammals, birds, and insects, effectively preserving regional biodiversity. In 2025, the Base received the Gold Certification—the highest level—from the U.S.-based Wildlife Habitat Council (WHC)—becoming the only manufacturing facility in China to achieve this recognition—marking international acknowledgment of its leadership in eco-friendly factory development.

Homegrown and Harvested: A Natural Cycle

Beyond the aesthetic beauty of a "garden-like" environment, Baojun Base continuously advances the human-centered integration of environmental values, embedding sustainability into corporate culture and employee behavior. By installing walking trails, fitness equipment, scenic pavilions, and employee gardens, the Base creates human-centric spaces where employees can relax, recharge, and exchange ideas. The Base also leverages its floral and greenery resources for training and planting activities, strengthening employees' appreciation for plants and aesthetic living through shared harvest experiences. Since its establishment, employees have collectively contributed over 17,000 hours to on-site greening and planting activities.

As a nationally recognized AAAA-level tourist attraction and a National Industrial Tourism Demonstration Base, Baojun Base embraces openness and sharing, periodically welcoming government agencies, community groups, and schools. It showcases the industrial beauty of automotive manufacturing in harmony with nature during the electrified and intelligent era, helping to embed green and low-carbon values in society.

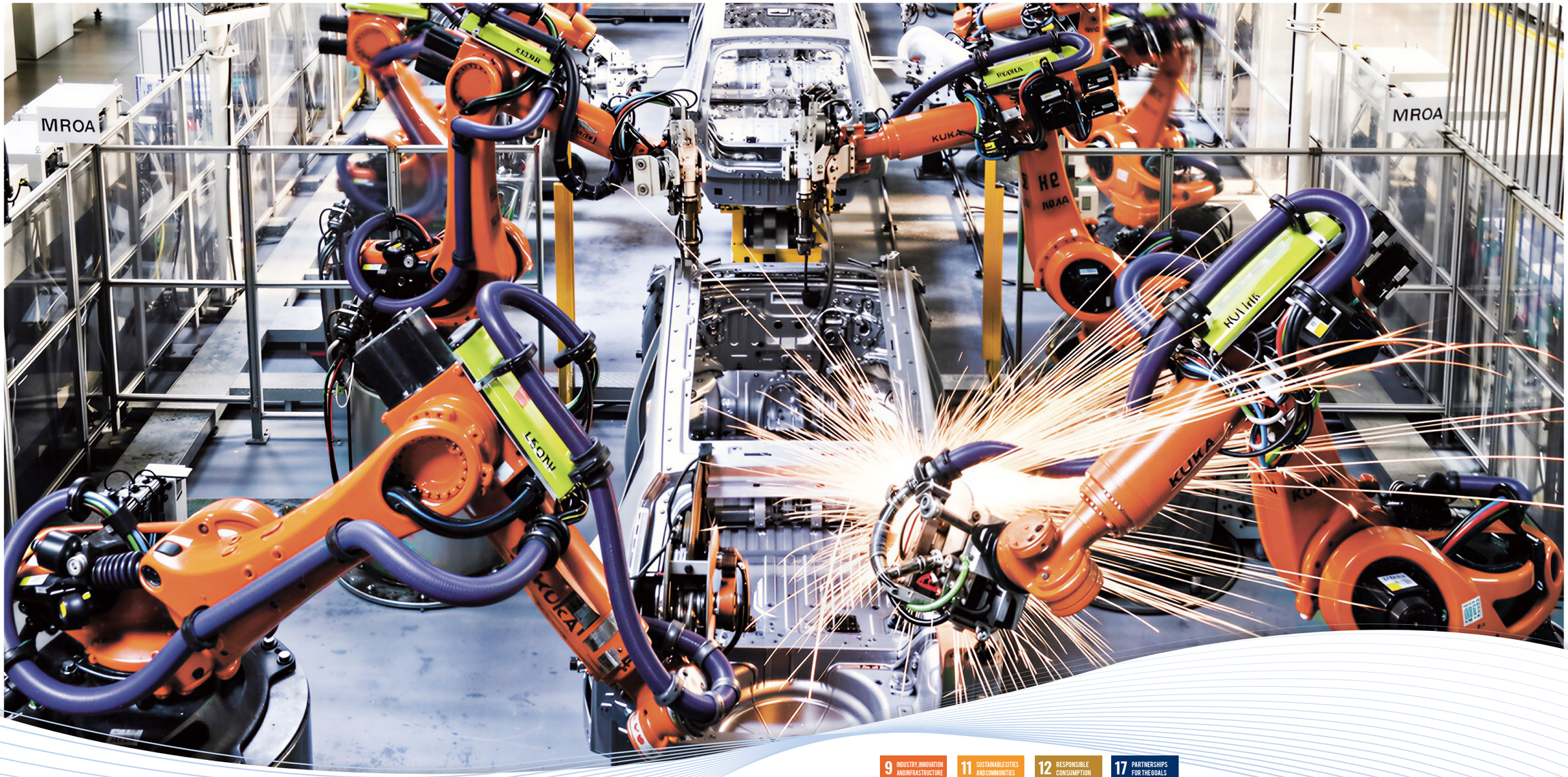
Case

SAIC Volkswagen: Practicing Ecological Coexistence

SAIC Volkswagen integrates biodiversity conservation into its sustainable operations, promoting the harmonious coexistence of humans and nature through employee engagement, ecological space creation, and foundational capability building. In May 2025, SAIC Volkswagen launched the "Beauty in Diversity" biodiversity photography contest, encouraging employees to document the natural ecology within and around the plant to promote green values. The event attracted over 800 participants and collected more than 2,000 ecological photographs. On International Day for Biological Diversity (May 22), the Company organized specialized training to equip employees with foundational knowledge of biodiversity and cross-functional collaboration approaches, further enhancing ecological awareness.

SAIC Volkswagen is advancing ecological space development across multiple production sites. At the Powertrain Plant, in alignment with operational needs, approximately 15,000 m² of the site has been designated as a natural habitat, preserving existing vegetation and ecological structures to provide shelter for native species such as hedgehogs and yellow weasels. Plant 2 completed the construction of a "Plant Biodiversity Information Database," conducting a systematic inventory of all plant species on site and establishing digital records. This foundational dataset supports ecological assessment and green space management and will be gradually extended to other facilities to advance scientific and standardized ecological governance.

The Company also emphasizes the human dimension of ecological development—through the natural breeding of black swans and the "Name the New Cygnets" campaign—strengthening employees' emotional connection to the plant's ecosystem. It has built small-scale ecological installations such as "insect hotels" to provide habitats for pollinators, enhancing biodiversity within the plant's ecosystem. These initiatives enrich the ecological value of the site while maintaining production functionality, supporting the long-term sustainability of green manufacturing.



03 Craftsmanship Quality Innovation Leadership

9 INDUSTRY,INNOVATION AND INFRASTRUCTURE | 11 SUSTAINABLE CITIES AND COMMUNITIES | 12 RESPONSIBLE CONSUMPTION AND PRODUCTION | 17 PARTNERSHIPS FOR THE GOALS

SAIC Motor has always adhered to high standards of quality management. By establishing a comprehensive quality control system, the Group achieves effective monitoring of the entire production process and continuously optimizes product recall and service mechanisms, striving to provide users with high-quality products and exceptional experiences.

3.1 Quality Control

3.1.1 Quality Governance and Strategy

SAIC Motor strictly complies with national laws and regulations, including the *Product Quality Law of the People's Republic of China*, and has established an internal institutional system centered on the *Quality and Operation Management/001: Quality Target Management*. This system defines annual quality objectives, standardizes the entire process from objective setting to result reporting, and clearly delineates departmental responsibilities, providing institutional guarantees for comprehensive quality management.

The Group deeply integrates quality safety into the Group's strategy, establishing the goal of "zero defects, zero tolerance". It has also established a risk early warning system covering the entire lifecycle from R&D, procurement, production, sales, to after-sales service, and sets key quantitative indicators such as quality traceability rate and customer satisfaction. Meanwhile, the Group adheres to the principle of "prevention first, continuous improvement", implementing front-end source control through scenario-based Failure Mode Analysis (FMEA) and strict supply chain quality access, while utilizing big data for real-time monitoring of product status at the back end to build a proactive service system. This approach achieves risk intervention and management closure.

3.1.2 Quality Risk Management

SAIC Motor elevates quality safety from daily operations to the strategic level of the Group, supporting the stable implementation of various strategies, including the new energy strategy. This approach reduces significant financial and compliance risks, drives sustainable business growth and brand value enhancement, achieving the dual goals of risk prevention and corporate value creation.

The Company has established a closed-loop risk management system covering the entire product lifecycle, systematically identifying, assessing, and monitoring the impact of safety and quality factors on strategy and operations. For significant quality issues, the Company has established cross-departmental rapid response and special rectification mechanisms to ensure timely and effective resolution. Concurrently, leveraging multi-dimensional tools such as potential failure mode analysis (FMEA), market quality big data analysis, and supply chain audits, the Group dynamically identifies potential risks and areas for improvement.

Product Recalls

SAIC Motor strictly implements national regulations such as the *Regulations on the Administration of Recall of Defective Automobile Products* and the *Implementation Measures of the Regulations on the Administration of Recall of Defective Automobile Products*. The Company formulated its internal *Defective Automotive Recall Management Measures*, defining the recall approval procedures, operational processes, and related responsibilities to protect user and consumer rights.

During the reporting period, SAIC Motor proactively initiated and completed six vehicle product recall actions, recalling a total of 718,000 vehicles. For these vehicles, the Company provided free software updates to improve braking performance and eliminate safety hazards. These actions not only promptly addressed potential risks but also conveyed a firm commitment to consumers: regardless of the scale of the issue, whenever user safety is involved, SAIC Motor will respond immediately and fulfill its corporate responsibility.

Product Testing

SAIC Motor consistently regards user safety as a core component of sustainable development, adhering to the management philosophy of "safety first, prevention foremost". The Company has established a safety performance testing system covering the entire product lifecycle from design to production, strictly implementing all quality assessment standards. Combined with systematic methodologies, it continuously strengthens the preventive management of safety risks based on traditional quality management.

The Group employs a systematic approach combining software simulation technology with physical testing to scientifically assess and provide early warnings for various potential safety risks. By constructing a multi-dimensional cross-verification testing matrix, it achieves early identification and effective mitigation of safety hazards during the product development stage, enhancing overall vehicle safety and reliability from the source. Concurrently, the Company has established a 24-hour emergency response team to ensure timely response and handling of safety issues reported by users.

Case

IM5 and IM6 Models Received Euro-NCAP Five-Star Safety Rating

In October 2025, the IM5 model successfully completed Europe's most stringent vehicle safety assessment tests and was awarded the Euro-NCAP five-star maximum safety rating. Furthermore, the model achieved score rates exceeding 85% in all four areas: occupant protection, child protection, pedestrian protection, and safety assist, far surpassing the basic requirements for a five-star rating. Concurrently, the IM6 model also received a five-star Euro-NCAP rating, continuing to define its standards beyond industry benchmarks and prioritizing vehicle safety performance in product development.

Case

Four MG Models Received Euro-NCAP Five-Star Safety Rating

From May to December 2025, four MG brand models—the MG S5 EV, MG S6 EV, MG S9 PHEV, and MG4 EV URBAN—each received the most stringent Euro-NCAP five-star safety rating. Notably, the MG S6 EV model achieved an exceptionally high score of 92% in occupant protection, ranking among the top in this year's tested models. The A-pillar showed no bending after the collision, and the heads and bodies of occupants inside the vehicle were well protected, demonstrating the vehicle's capability to provide all-around protection for drivers and passengers under various extreme conditions.

Quality Empowerment and Training

SAIC Motor consistently prioritizes the development of a quality talent pool, continuously improving talent development and empowerment mechanisms to build a solid talent foundation for high-quality products. As of the end of the reporting period, the Group had successfully cultivated a skilled talent force of over 80,000 individuals, including approximately 30,000 highly skilled personnel, accounting for more than 35%. Among them, 16 individuals have won the "China Skills Award" or are recipients of the State Council Special Government Allowance, 83 have been honored as National or Shanghai Technical Experts, and the Group has established 26 national, and provincial-level Master Technician Studios and 118 projects funded by Shanghai's Chief Technician Program. These achievements provide strong talent support for high-quality development.

Based on this solid talent foundation, the Group systematically promotes capability transformation and specialized improvement initiatives. The Company conducts diversified training activities such as specialized quality training sessions, skill enhancement workshops, and practical exercises to comprehensively strengthen the quality awareness and professional capabilities of all employees, preventing quality risks at the source. For critical quality areas, specific training plans are developed to enhance the management skills of key personnel and the operational proficiency of those in key processes.

Simultaneously, the Group integrates supply chain quality collaboration into its overall quality control system. Regular specialized quality training is conducted for all supplying suppliers, covering quality management requirements and component-specific technologies. By establishing clear supply chain quality management standards, the Group encourages suppliers to deeply understand the importance of quality control, ensuring their systems align with SAIC Motor's quality objectives, guaranteeing the stability and reliability of raw materials, and supporting the Company's safe and efficient operations.

SAIC Motor's supplier quality training system

Supplier quality training	Supplier quality management requirements training	New supplier training	Training is required for 100% new suppliers
		Special training on key processes	Carry out five key management process training for 100% "four new" suppliers
	Professional parts quality technical training	Part quality training	According to the performance of the previous year, determine the suppliers who need to participate in the training
		Quality ability improvement training	According to the performance of parts, maturity assessment, parts classification, at least once a quarter to carry out quality promotion training

3.1.3 Quality Indicators and Objectives

SAIC Motor has established a comprehensive chain of quality objective management systems that spans strategic planning, objective decomposition, process monitoring, and performance evaluation. Adhering to systematic and dynamic management principles, it forms a closed-loop mechanism from target setting to implementation and improvement, ensuring the Group's quality strategy is implemented in coordination with its overall business strategy.

- At the beginning of each year, SAIC Motor's Quality and Technology Management Department issues a quality objective guidance framework based on the Company's strategy, business plan, and annual quality priorities.
- Each subsidiary formulates a specific implementation plan accordingly. The plan is subject to multi-level review and, upon reaching consensus with the Group, is formally issued for implementation.

- During the implementation phase, each enterprise executes the target measures and submits key quality data to the Group on a monthly basis. After consolidating and analyzing the data, the Group compiles and issues the *Monthly Quality Operations Report* to track quality indicators, trends, and system operation status.
- For issues identified, a dedicated tracking and supervision mechanism is established to drive rectifications and achieve closed-loop management.

- Through regular monitoring, periodic evaluation, and continuous optimization, the Group comprehensively strengthens its risk management and control capabilities over product quality and operational quality.
- Annual quality assessments achieve management closure, ensuring that quality objectives are met with strategic alignment and efficient execution.

In 2025, the case study titled "Experience in Software and Hardware Quality Improvement and Cost Reduction for the Intelligent Connected Domain Controller System (IAM)" from IM Motors was honored as a "Quality Benchmark" typical case by the Shanghai Municipality.


2025年度上海市"质量标杆"典型经验

智己汽车科技有限公司

智联域控制器系统（IAM）的软硬件质量攻关与降本增效经验

3.2 R&D and Innovation

SAIC Motor actively responds to market structure adjustments and profound industry transformations, continuously deepening independent innovation and R&D processes. While comprehensively advancing technological innovation, the Company places high importance on building its intellectual property system and patent portfolio to safeguard core technologies, consolidate and expand its competitive advantages, and establish a solid foundation for long-term, stable development.

3.2.1 Innovation Management and Strategy

SAIC Motor deeply grasps the characteristics of the new development stage and accelerates its comprehensive transformation into a "user-oriented high-tech company". To this end, the Group systematically integrates internal R&D resources, relying on the Innovation Research and Development Institute to focus on building an open platform that fosters a value cycle and collaborative progress among "technological innovation, team entrepreneurship, and individual growth".

In 2025, the Company formulated and launched its "Intelligent Electrification Transformation" strategy, aiming to transform from a traditional automobile manufacturer into a leader in the intelligent electric vehicle industry driven by both technology and the market. The Company's business focus has been comprehensively concentrated on the new energy vehicle and intelligent vehicle sectors. Competitiveness for the future is being systematically built through three core paths: promoting the upward breakthrough of independent brands, expanding the new energy product matrix, and accelerating overseas market expansion.

3.2.2 Innovation Management and Objectives

Driven by innovation as its core, SAIC Motor continuously increases R&D investment. By constructing vehicle platforms covering multiple technology paths and integrating key systems, the Group has pioneered the mass production implementation of landmark technologies such as semi-solid-state batteries and full-stack intelligent vehicle solutions, establishing a first-mover advantage in emerging fields. Concurrently, it continues to promote software-hardware collaborative development and AI technology integration, collaborating with internet technology companies to explore new business models. This systematically transforms innovation potential into market competitive advantages, injecting sustained momentum into the Company's long-term development.

During the reporting period

Number of R&D personnel	Proportion of R&D personnel	R&D investment (consolidated statements)
30,329	17.6%	RMB 21.71 billion

In 2025, various brands under SAIC Motor continued to deepen technology R&D and product matrix optimization, achieving several key technological breakthroughs and model iterations in the new energy vehicle sector.

MG

Launched the development of the world's first and only mass-produced semi-solid-state battery model, the all-new MG4 Semi-solid-state Anxin Edition. The new model features the MG×OPPO intelligent connected car system, covering functions such as voice-activated vehicle preparation, seamless integration of mobile and vehicle applications, effortless mobile-vehicle connectivity, shake-to-navigate, extensive in-car ecosystem integration, and AI intelligent integration. This allows users to control travel scenarios with a single touch, making intelligent interaction readily accessible.

IM Motors

Completed the official delivery of the industry's first mass-produced semi-solid-state battery model and launched the "Hengxing" super range-extender technology developed jointly with CATL. Vehicles equipped with this technology can achieve a CLTC pure electric range of 450 kilometers and a combined range exceeding 1,500 kilometers, supporting 800V ultra-fast charging.

Roewe

Launched the Roewe M7 DMH, equipped with the DMH 6.0 super hybrid system, offering a CLTC pure electric range of 160 kilometers and a combined range exceeding 2,050 kilometers, with fuel consumption of approximately 2 liters per 100 kilometers.

SAIC Shangjie

Launched its first model, the Shangjie H5, achieving a dual breakthrough in intelligence and energy form. The model is equipped with Huawei ADS 4.0 high-level intelligent driving system and offers both pure electric and range-extender power versions, providing users with more flexible and advanced intelligent mobility choices.

SAIC Audi

Continues to advance its oil-electric synergy technology layout. The Audi brand launched the A5L Sportback, the world's first fuel-powered vehicle equipped with Huawei Qiankun technology, achieving an innovative combination of intelligent systems and internal combustion engine power. Additionally, the Audi E5 Sportback and Audi E7X further integrate German engineering heritage with Chinese intelligent technology, showcasing breakthroughs in electrification and intelligence.

SAIC GM

Deepened its high-end electric transformation. The Buick brand launched the high-end new energy sub-brand "Zhijing" and the "Xiaoyao" super-integrated architecture. The first model, Zhijing L7, features a 1.5T range-extender rear-wheel-drive powertrain and is equipped with the "Xiaoyao Zhixing" intelligent driver assistance system developed in collaboration with Momenta.

SGMW

Focuses on intelligent manufacturing, intelligent driving, and intelligent cockpits, upgrading its Intelligent Island Manufacturing System (I²MS) and Excellence Operations AI (EOAI) model. Its products integrate intelligent technologies such as Qiankun Intelligent Driving and HarmonyOS Cockpit.

Innovative R&D Collaboration

SAIC Motor continues to aggregate innovation resources, striving to shape the distinct corporate image of "Tech SAIC". During the reporting period, the Group had 9 national-level technology centers, 23 municipal-level enterprise technology centers, and over 30 high-tech enterprises.

In 2025, in collaboration with universities and research institutions, the Group co-established one national key laboratory and one local key laboratory and led or participated in 11 national and local innovation R&D projects. Concurrently, through the Shanghai Automotive Industry Technology Development Foundation, the Company funded 14 industry-university-research projects with a total funding of RMB 19.65 million, focusing on strategic directions such as product technology foundations and key innovative technologies.

Furthermore, the Group integrated internal and external innovation resources to achieve mass production of core technologies such as the first-generation digital chassis, semi-solid-state batteries, and the "Central Brain". The Company formed an "All-Solid-State Battery Industry Innovation Consortium" with leading universities, deepening industry-university-research collaboration. It became the only vehicle group in China with both passenger and commercial vehicles selected for the national pilot program for intelligent connected vehicles. Additionally, the Group achieved systematic breakthroughs in key technology areas such as solid-state batteries, intelligent chassis, and full-stack electronic architecture. These achievements have been fully incorporated into mass-produced models in 2025, realizing rapid transformation from laboratory to market.

To continuously drive innovation vitality, the Group has established a multi-level innovation incentive system combining internal and external elements. In 2025, SAIC Motor received 10 Science and Technology Progress Awards from the China Society of Automotive Engineers. In the same year, the Group presented 27 SAIC Technology Innovation Awards, 9 SAIC Patent Awards, and 23 SAIC Software Awards, distributing a total of RMB 8.8 million in prize money, fully stimulating innovation momentum.

Intellectual Property Protection

SAIC implements a comprehensive intellectual property strategy, guided by the principles of "encouraging creation, effective utilization, protection according to law, and scientific management". It systematically refines its institutional system, actively builds a healthy ecosystem, and continuously enhances its capabilities in IP creation, utilization, protection, and management.

The Company closely monitors the development of relevant technical standards and licensing models, advocating that all enterprises follow the *Requirements for Intellectual Property Compliance Management Systems (GB/T 29490-2023)*. This systematically regulates the processes of IP creation, utilization, protection, and management, strengthens risk prevention capabilities, and promotes the compliant and efficient transformation of innovation outcomes.

Technology Ethics

As the automotive industry rapidly evolves toward electrification, intelligence, and connectivity, related technology ethics issues are increasingly gaining attention from the industry and society. In 2025, building upon its continuous efforts to advance its technology ethics governance system, SAIC Motor systematically strengthened the ethical review and management throughout the product lifecycle. The Group not only continued to conduct technology ethics training for all employees but also established an ethical review mechanism and supporting system covering multiple dimensions such as environmental impact, safety responsibility, autonomous driving, artificial intelligence, and data privacy. The aim is to build a traceable, trustworthy, and sustainable intelligent connected vehicle industry ecosystem. In the future, SAIC Motor will continue to integrate ethical principles into every aspect of technology R&D, product design, production operations, and services, striving to achieve synergistic development between technological innovation and ethical responsibility, and providing solid support for building a safer, more inclusive, and sustainable mobility ecosystem.

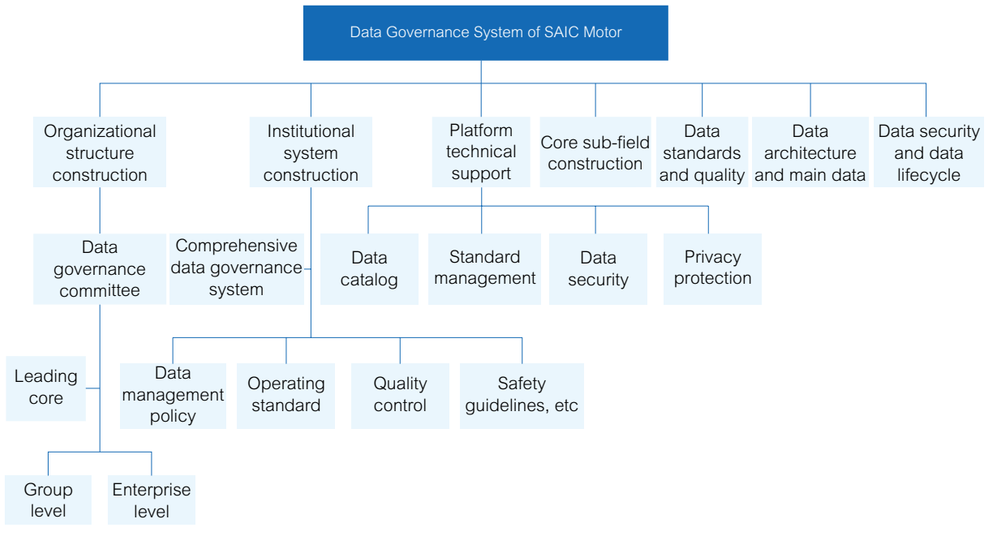
3.3 Information Security

SAIC Motor continuously improves its management mechanism covering the entire data lifecycle, committing to ensuring data transparency, availability, integrity, and security. By establishing and implementing a systematic governance framework, the Group strictly adheres to unified norms and standards across all business operations, effectively safeguarding customer privacy rights and strengthening the information security defense.

3.3.1 Data Security Governance

The Company aims to enhance data transparency, availability, integrity, and security as its core objectives. It has established a governance system covering the entire data lifecycle, unifying standards and processes to ensure data quality and compliance.

The Group has established a two-tier governance system combining Group-level coordination with enterprise-level execution, setting up dedicated teams to promote cross-departmental collaboration and ensure the implementation of governance strategies. Each vehicle enterprise has established data domains covering the entire value chain, including R&D, production, sales, service, and intelligent connectivity, leveraging a unified platform to achieve secure interconnection and efficient utilization, supporting business consistency and integrity.



Additionally, the Company formulated and implemented an institutional system covering metadata management, data standard management, data security and compliance management. It established a management mechanism featuring classification and grading, clear rights and responsibilities, and supporting protection measures, ensuring all data activities comply with internal and external regulatory requirements. Each vehicle enterprise, based on the Group's unified framework, has constructed a full lifecycle management process covering data collection, storage, processing, analysis, and application, promoting efficient data utilization on a secure and compliant basis.

Platform Technology Support

SAIC has formed a comprehensive capability system covering all processes and business scenarios in data governance, establishing a governance structure integrating technology, management, and compliance. This not only improves data quality and value but also lays a solid foundation for digital transformation and business innovation.

Integrated Data Platform Capabilities

- Technology Breadth: Established a big data platform integrating "collection, storage, computation, management, and usage," supporting real-time and offline processing of multi-source heterogeneous data, exploring cutting-edge technical architectures such as data lakehouse and storage-compute separation.
- Scenario-based Capabilities: Projects like IM Motors' "Unified Data Hub," the R&D Institute's "Stream-Batch Integrated Platform," SAIL Cloud's "Multi-architecture Data Warehouse," and SAIC Volkswagen's "Full-Value Chain Data Domain" demonstrate the deep integration and flexible support of technology with business scenarios.

Technology Architecture Flexibility

- Multi-mode Adaptability: The cloud center supports Hive (traditional data warehouse), Doris (EMPP high-performance), and MySQL (lightweight) to meet different data volumes and scenario needs.
- Integration Capability: Vehicle enterprises have achieved batch/real-time integration from over 30 data sources, supporting complex data cleaning and modeling.

3.3.2 Information Security Management

SAIC Motor places great importance on data security and customer privacy protection, fully integrating relevant requirements into its corporate governance and risk management frameworks to ensure the integrity, confidentiality, and availability of user information, and to ensure compliance with laws and regulations.

The Group strictly complies with relevant laws and regulations, including the *Cybersecurity Law of the People's Republic of China*, the *Data Security Law of the People's Republic of China*, the *Personal Information Protection Law of the People's Republic of China*, and the *Several Provisions on Automotive Data Security Management*. It has established corporate systems such as the *Data Compliance Management* and *Network Security Control Standards*, providing solid guarantees for corporate data security and customer privacy protection. These systems standardize the entire process of data collection, storage, use, sharing, and destruction, ensuring effective implementation through regular audits and assessments. Concurrently, a three-tier information security organizational structure has been established, providing robust organizational support for data security and privacy protection.

Highest Functional Organization	SAIC Motor Information Security Leading Group
Coordinating Organization	SAIC Motor Information Security and Data Compliance Working Group
Execution Organization	Subsidiaries of SAIC Motor

The Group has built a comprehensive Information Security Management System (ISMS), clarifying responsibilities and covering key aspects such as organizational structure, personnel training, technical protection, and emergency response. By adhering to internationally recognized security standards and best practices, as of the end of the reporting period, many of SAIC Motor's subsidiaries had obtained information security management system certifications such as ISO 27001 and ISO 27701.

3.3.3 Information Security and Privacy Management

SAIC Motor views data security and privacy protection as the cornerstone of its business development, having established a management system covering institutional, technical, and review dimensions. The Company implements regular monitoring and evaluation of data security and privacy protection efforts through key indicators such as employee training coverage, implementation of management and technical measures, and the impact of information security incidents. During the reporting period, no information security-related incidents occurred.

Institutional Safeguards

SAIC has developed a comprehensive data governance framework spanning all processes and business scenarios. By integrating technology, management, and compliance into a unified structure, the company enhances data quality and value, laying a solid foundation for data-driven empowerment and business innovation.

To address challenges in data security and personal information protection, the Group established data security control standards, setting security management norms around the entire data lifecycle. These standards further clarify management policies, objectives, and responsibilities, stipulating key aspects such as data classification and grading, asset registers, lifecycle security, and compliance management (covering complaint handling, third-party management, etc.). Currently, all subsidiaries have completed the adaptation of internal systems as required and submitted annual compliance reports, ensuring the effective implementation of the Group's norms.

Technical Safeguards

SAIC Motor is committed to building a cybersecurity technology system integrating proactive defense, real-time detection, and rapid recovery to effectively address network and data security risks. By fully integrating existing cybersecurity capabilities and technology platforms, the Group has established a comprehensive, round-the-clock, multi-dimensional cybersecurity emergency response platform.

During the reporting period, the Group completed the construction of its security management platform, enabling full online processing and closed-loop management of Group security reviews. Through a combination of cross-review and online review methods, the efficiency of enterprise security reviews has been significantly improved.

Cross-Enterprise DLP Model

Established unified architectural standards covering multiple entities such as the Passenger Vehicle Company, the Innovation Research and Development Institute, and Zero Beam. Manage over 15,000 terminal devices, form centralized security policies and achieve cross-enterprise security collaboration.

Internal and External Network Isolation

Built a zero-trust security system based on identity and dynamic assessment. Implement the principles of "data not landing locally, computing not going online" through cloud desktops, strengthen identity verification, access control, and end-to-end encryption mechanisms, and provide full-link continuous protection for core businesses across internal and external networks.

Autonomous Driving Training Data Compliance

In accordance with relevant policies and standards, collaborated with surveying and mapping companies holding Class A qualifications and technology providers to form a compliance solution covering the entire process of autonomous driving training data—from vehicle side, through transfer, to the cloud—in line with the requirements of Shanghai, and obtain recognition from regulatory authorities.

Security Audits

SAIC Motor conducts regular security risk audits and security performance assessments for its subsidiaries using an online and offline review model. The Group employs a systematic approach combining comprehensive audits, special audits, and focused audits to ensure broad coverage and in-depth precision in security governance.

In 2025, the Group focused on organizing special audits for privileged accounts, unannounced inspections for generative AI, and regular on-site security audits. As of the end of the reporting period, all security risks identified during the audits had been rectified as required, forming a complete closed loop for risk governance.

3.3.4 User Privacy Protection

SAIC Motor places great importance on user privacy protection and the compliant collection and use of data, adopting multiple protective measures. The Group has formulated a privacy policy template and the *SAIC Motor APP Compliance Points List*, covering terminals such as APPs, in-vehicle systems, official websites, and mini-programs. These guidelines systematically instruct subsidiaries to conduct self-assessments and revise agreements, institutionally ensuring user information security in vehicle and mobility services. The Group strictly ensures the legality, reasonableness, and transparency of customer personal information across collection, use, storage, and sharing, continuously strengthening privacy protection through a series of measures.

Transparency

Through clear privacy policies and user agreements, we clearly explain the purpose, scope, and method of information collection to users, ensuring informed consent.

Minimal Necessity

We collect only the minimum amount of user information necessary to provide the service and strictly limits access to and use of this information.

User Control

We provide users with convenient channels to manage their personal information, safeguarding their legal rights to query, correct, and delete their personal information.

Privacy Awareness Promotion

SAIC Motor has established a mechanism for regular awareness promotion and specialized training, continuously enhancing employees' awareness of privacy protection and their ability to fulfill responsibilities, ensuring the effective implementation of privacy protection norms. Concurrently, the Group holds annual network and data security work conferences to summarize achievements, commend outstanding units and individuals, and continuously strengthen the sense of security responsibility and collaborative governance efficiency across the Group.

Security Awareness Training

In 2025, SAIC Motor organized security awareness training covering all employees, encompassing six modules: cybersecurity fundamentals, confidentiality awareness, office security, data compliance, personal data protection, and intelligent connected vehicle cybersecurity. Concurrently, the Group organized specialized training for internal auditors, awarding internal auditor certificates and Ministry of Industry and Information Technology talent capability certificates, and established a cybersecurity expert pool to support the ongoing operation of the system. Regarding the capacity building of personnel in specialized roles, 207 individuals passed training assessments throughout the year, obtaining certificates for compliance management and security operations roles, implementing the "certified for the post, dedicated personnel" policy.

Security Competition Activities

SAIC Motor conducted a series of activities, including an online quiz covering over 57,000 employees, the "Smart Painting Safety" AI creation competition, and a corporate management and technology competition attracting 65 teams from 60 companies. Ten outstanding organizations, including SAIC Volkswagen, SAIC Maxus, and United Automotive Electronic Systems, were commended.

3.4 User Experience

Adhering to the "customer first" philosophy, SAIC Motor aims to enhance user experience and satisfaction as its product development goal. It has established a cross-departmental collaboration mechanism involving user operations, product design, and technology R&D, forming a complete closed loop from demand insight to experience delivery. This systematically facilitates the efficient transformation of user feedback into product optimization and experience upgrades.

3.4.1 Optimizing Customer Service

SAIC Motor has established a full-link customer service management system. By setting clear service objectives, formulating medium- and long-term plans, and standardizing procedures, the Group ensures precise response to customer needs and efficient closure of complaints. We integrate all-channel resources, including official website email, 400 service hotline, online customer service, mobile APPs, dealer networks, and government and third-party platforms, achieving direct system connectivity with the "12345 Citizen Hotline" to build a 7×24-hour efficient user communication network.

Customer Service Development

The Company has established a standardized closed-loop management process of "reception – classification – transfer – handling – follow-up – archiving". All customer complaints are centrally received through a unified entry point. The system automatically categorizes complaints based on issue type and urgency, responding to the customer and generating a transfer work order within 24 hours. Upon entering the investigation and handling stage, a specialized team composed of technical, after-sales, quality, and other departments verifies and analyzes the issue through on-site inspections, data tracing, and other methods. During the reporting period, the Group handled a total of 1,100 complaints, achieving a 100% response rate and a 100% closure rate.

SAIC Motor Customer Complaint Grading Handling Mechanism

Quality-related issues	General issues	Disputed issues
Tailored solutions are formulated and implemented based on the nature and specifics of the issue.	Specialized handling is provided, including rapid repairs, component replacements, and service process optimization, with appropriate compensation offered as applicable.	An independent third-party inspection is introduced, and solutions are determined through negotiation based on regulatory requirements, with options such as vehicle replacement or warranty extension.

Relying on customer satisfaction (CSI/SSI) indicator monitoring, digital control of service processes, and customer voice (VOC) system analysis, SAIC Motor continuously optimizes service content and standards, promoting more consistent and professional service responses. This systematically meets customers personalized and high-standard needs. Subsidiaries, based on their business characteristics, have established standardized service processes and provide unified complaint, inquiry, and service entry points through official channels such as official websites and brand-specific hotlines, ensuring timely and standardized responses to user needs. SAIC Motor Passenger Vehicle Company, with the core goal of "enhancing the customer lifecycle experience", has formulated digital and personalized service upgrade paths and issued systems such as the Customer Service Management Standards, which unify standards for service outlet facilities, personnel qualifications, response timeliness, and key processes.

In 2025, SAIC Motor excelled in third-party user satisfaction surveys, with several of its models and brands ranking high in multiple authoritative evaluations. According to the 2025 China Automobile Customer Satisfaction (CACSI) survey results released by the China Association for Quality, 16 SAIC Motor models or brands ranked first in their respective market segments. Additionally, in J.D. Power's 2025 China Initial Quality Study (IQS) and other industry-recognized evaluations, brands under SAIC Motor also achieved leading scores in several market segments, fully reflecting the Group's continuous progress and user recognition in product quality and service experience.

3.4.2 Responsible Marketing

SAIC Motor strictly complies with laws and regulations such as the *Law of the People's Republic of China on the Protection of Consumer Rights and Interests* and the *Advertising Law of the People's Republic of China*. The Company adheres to responsible marketing practices in fulfilling its corporate social responsibilities, striving to provide high-quality products and services to society and shaping a trustworthy brand image. The Company has established a standardized external information disclosure system, defining release procedures. Through multi-departmental collaborative review and regular inspections by a website management team, it ensures the authenticity and accuracy of product and service information, strictly prohibits false advertising, and effectively safeguards consumers' right to know.

The Company has a comprehensive pre-release review mechanism covering internal collaborative review and final legal review, ensuring all marketing materials undergo rigorous compliance checks. In promotions and product publicity, the Company avoids exaggerated or misleading statements. Relevant promotional content must first undergo preliminary review by business departments such as sales and product, with final confirmation of accuracy and legality by the legal department. The Company ensures that all promotional information fully lists activity details and clearly marks precautions and restrictions in communication materials to avoid consumer misunderstanding. Furthermore, through various brand official APPs, the Company comprehensively presents product information and functional features for each model in a systematic and transparent manner, ensuring users have full knowledge of product performance and services.

Case

MG Brand: Practicing Responsible Marketing

In 2025, to uphold the responsibility concept of "enhancing customer satisfaction and warming family companionship", the MG brand under SAIC Motor Passenger Vehicle Company organized a total of 29 themed activities throughout the year under its user operations initiative. The total participation exceeded 800 people, achieving over 50 million exposures. Activities included various forms such as immersive parent-child co-creation and factory exploration. Through parent-child interactive experiences and on-site production experience, these activities not only enhanced family emotional connections but also deepened consumer trust in the brand's technology and quality, effectively improving brand reputation and user recognition.

Dealer Responsible Marketing

SAIC continues to promote the standardized operation of its dealer system, focusing on the full-process customer experience management to enhance sales service quality. The Company has established a scientific evaluation system, linking key customer perception indicators with dealer performance. Based on standardized network agreements, it has formulated brand operation guidelines covering sales, delivery, marketing, service, and management, providing comprehensive and standardized operational guidance for dealers. Through regular sales quality assessments, the Group assists dealers in improving personnel capabilities and overall competitiveness, integrating a sense of responsibility into their daily operations. Additionally, based on analysis of customer satisfaction and sales quality indicators, the Company implements differentiated support strategies, organizing thematic discussions for weak areas and promoting the implementation of satisfaction improvement plans to effectively enhance dealers' overall service levels and customer satisfaction.

3.5 Full-Chain Management

SAIC Motor focuses on building a sustainable, low-carbon, and resilient supply chain system. By optimizing the full-process management system, the Group integrates ESG standards into partner access and operational processes, systematically identifies and manages environmental, social, and governance-related risks, and continuously improves supply chain security and collaborative efficiency.

3.5.1 Supply Chain Security Governance and Strategic Management

SAIC Motor Passenger Vehicle Company has established a supply chain collaborative governance structure covering procurement, technology, quality, and logistics, integrating sustainable supply chain management into its overall operational system. Through a supplier full lifecycle management mechanism, the Company systematically manages suppliers' performance in areas such as supply guarantee, quality compliance, and social responsibility, ensuring suppliers consistently meet the Group's requirements in environmental governance, ethical operations, technology R&D, and production delivery. SAIC Motor Passenger Vehicle Company has formulated institutional documents such as the *Production Procurement Supplier Management Process, Production Procurement Management Regulations, Potential Supplier Audit Process, Supplier Business Performance Management Process, Supplier Comprehensive Quality Performance Evaluation Process*, and *Supplier Comprehensive Performance Evaluation and Improvement Management Process*. These documents define management requirements for key stages such as supplier access, evaluation, performance assessment, and continuous improvement. Concurrently, Group subsidiaries have formulated corresponding implementation rules based on their specific business contexts, encouraging suppliers to establish management systems consistent with SAIC's standards in areas such as ethical compliance, safe production, environmental protection, and labor rights. This provides strong support for the Group's overall green development and business advancement.

Simultaneously, focusing on the core path of "digitally empowering full-cycle management" and aiming for green and resilient supply chain goals, SAIC Motor Passenger Vehicle Company systematically advances its low-carbon transformation and sustainable operations. Leveraging the "Jingcai System", built collaboratively by procurement, quality, and logistics, it achieves dynamic evaluation and visual tracking of supplier performance. Quality assurance, delivery stability, environmental management, and compliant operations are fully integrated into the supplier evaluation system, forming a management closed-loop supported by systems and processes.

3.5.2 Supply Chain Risk Management

SAIC Motor actively builds a systematic supply chain risk prevention and control system to comprehensively enhance industrial chain resilience. The Group identifies and assesses potential supplier risks from multiple dimensions, effectively preventing significant supply chain risk events. Subsidiaries, based on their business characteristics, have formulated and implemented corresponding risk management systems and control frameworks, promoting supply chain security and sustainable operations.

SAIC Motor Passenger Vehicle Company has established a cross-departmental joint procurement committee led by the General Manager to address risks in the supply chain, including operational, market, policy, and geopolitical dimensions, conducting comprehensive assessments of supplier capabilities. Concurrently, it has built a database of key components, developing alternative solutions during the R&D phase. Strategies such as building in-house battery factories and implementing "one-part, multi-source" procurement further enhance supply chain resilience.

In management practice, the Group implements regular risk monitoring and response mechanisms: conducting dynamic monthly assessments of supplier performance through digital systems; holding regular meetings for risk parts; and collaborating with logistics, procurement, and other departments on early warning and handling of potential risks, achieving early warning and collaborative mitigation of supply chain risks.

In 2025, SAIC Motor Passenger Vehicle Company experienced no significant supply chain disruptions. The IATF 16949 certification coverage rate for direct procurement suppliers reached 100%, providing a solid guarantee for sustainable operations.

Case

SAIC Maxus: Supply Chain Resilience System Development

Focusing on "centralization, structuring, and digitization", SAIC Maxus promotes centralized procurement of key raw materials and molds for its light commercial vehicle segment. Through demand integration, it achieves economies of scale, expanding the pilot of centralized mold procurement to entire model series. Concurrently, SAIC Maxus deepens platform collaboration with core suppliers, establishing a supplier comprehensive capability evaluation system. It systematically reviews suppliers with low levels of cooperation based on dimensions such as technology, quality, responsiveness, and cost, gradually reducing the number of micro-suppliers and building long-term, stable strategic supply relationships with high-quality partners. Additionally, SAIC Maxus introduced third-party credit services to build a dynamic risk monitoring platform, obtaining real-time supplier risk data and setting up intelligent alerts, achieving visualized risk control throughout the entire process from access to exit.

Supplier Sustainability Management

SAIC Motor has established a systematic supplier access and management system, continuously promoting process optimization to ensure partners meet the Group's compliance standards and sustainability orientation. Subsidiaries, aligning with the Group's unified procurement objectives, further detail the operational rules for supplier access and evaluation, transforming institutional requirements into actionable daily management practices.

In the access stage, the Company requires suppliers to hold ISO 14001 environmental management system certification or sign an *Environmental Protection Commitment Letteras* a basic compliance requirement. During subsequent procurement quality evaluations, the Company systematically reviews key information such as the supplier's environmental management system operation status, environmental impact assessment, greenhouse gas emissions, energy consumption, and pollutant discharge permits, comprehensively assessing their environmental performance. Furthermore, procurement processes explicitly stipulate that all materials, production processes, and services must comply with enterprise standards. Materials must meet the restricted substance requirements listed in the RoHS directive, controlling environmental and health risks at the source. The Company also actively encourages suppliers to formulate and implement raw material reduction plans, collaborating to promote green transformation across the chain.

Based on this foundation, SAIC Motor Passenger Vehicle Company further formulated the *Supplier Management System*, systematically building and continuously improving its supply chain management system around four dimensions: business ethics, safety and health, labor standards, and environmental practices. It is committed to creating a sustainable supply chain characterized by integrity, reliability, safety, compliance, and green synergy.

Business Ethics

- Required integrity, cooperation, and environmental commitment letters as mandatory access documents, achieving 100% signing rate.
- Established a "blacklist" mechanism, conducting annual audits and taking serious action against non-compliant suppliers to foster an honest and clean cooperation environment.

Safety and Health

- Fully implemented the IATF 16949 system, conducting multi-dimensional annual audits covering materials, environment, personnel, and processes.
- Maintained continuous supply chain safety and quality assurance through closed-loop management of "audit – rectification – controlled".

Labor Standards

- Verified supplier employment data during access, cross-referencing with third-party sources; requires explanation and evaluation if discrepancies exist.
- Promoted the *Anti-Forced Labor Supply Chain Due Diligence Management Procedure*, continuously improving employment compliance and humane management levels.
- Required suppliers to commit to paying reasonable wages, prohibiting wage deduction or excessive reductions. If issues are found during investigations, suppliers are required to rectify, and follow-up audits ensure compliance with wage policies.

Environmental Practices

- Encouraged suppliers to provide carbon data and emissions reports, continuously increasing green electricity usage; multiple factories have obtained "Green Factory" certification.
- Won industry awards for VOC control effectiveness, systematically promoting low-carbon synergy and product environmental safety across the supply chain.

SAIC Motor is committed to encouraging its suppliers to establish grievance mechanisms commensurate with their business scale and operational complexity. These mechanisms ensure that their employees and any potentially affected individuals or groups can raise concerns regarding business ethics, human rights, environmental issues, and other matters in an anonymous and confidential manner, without fear of any form of retaliation. Suppliers must not engage in any actions that hinder, restrict, or impede the accessibility of these channels. They are also required to explicitly communicate these requirements to their sub-suppliers through contractual clauses, promoting the cascading implementation of this mechanism throughout the supply chain where feasible and reasonable.

Meanwhile, SAIC Motor has established a dedicated reporting channel to receive reports from suppliers and other stakeholders regarding suspected violations of the Code of Conduct. Suppliers shall ensure that this reporting channel is effectively communicated to all their employees, as well as to their subsuppliers and their employees, thereby guaranteeing information transparency and channel accessibility. This mechanism is open to all groups, and necessary translation support will be provided during the handling process to ensure effective communication. When interacting with whistleblowers, the relevant handling team will proactively inform them that they may express concerns about the risk of retaliation. SAIC Motor, with due care, will assist whistleblowers in identifying, assessing, and jointly addressing potential risks, thereby effectively safeguarding their legitimate rights and interests as well as their personal safety.

Reporting Email

coc@saicmotor.com

3.5.3 Supplier Management Metrics and Objectives

Under the Group's strategic guidance of "co-building a sustainable business ecosystem", SAIC Motor Passenger Vehicle Company systematically establishes key quantitative metrics covering supplier training coverage, environmental management system certification rate, application ratio of recyclable packaging, emission compliance control, and carbon reduction effectiveness. It also establishes regular tracking and evaluation mechanisms to promote the closed-loop execution of sustainable supply chain management from goal setting to implementation.

Based on current practices, SAIC Motor Passenger Vehicle Company has defined phased development objectives: in the short term, it focuses on optimizing supplier structure and enhancing capabilities, strengthening green collaboration and response resilience, and improving supply chain operational efficiency. In the long term, it is committed to building a low-carbon, digitally enabled, and independently controllable full-chain supply system, deeply integrating key aspects such as green procurement, and gradually realizing end-to-end sustainable value extension across the supply chain, providing solid support for the Group's overall sustainability strategy.

3.5.4 Win-Win Collaboration

SAIC consistently regards building a win-win and symbiotic sustainable supply chain system as its core responsibility. The Group recognizes that a healthy, efficient, and resilient supply chain ecosystem is the cornerstone for the automotive industry to address climate challenges and achieve green transformation. Therefore, SAIC not only strives for excellence in business cooperation with its own operations and partners but also actively fulfils its role as a supply chain leader in guidance and empowerment. Through technological collaboration, management improvement, resource support, and other means, it systematically helps supply chain partners achieve capability growth and green transformation, collectively building a more competitive industrial community of shared future.

The Company actively responds to national initiatives, taking the lead in uniformly shortening supplier payment terms to 60 days in 2025 and eliminating the use of commercial acceptance bills. The Group continues to implement the *Regulations on Ensuring Payment of Small and Medium-Sized Enterprises' Accounts Receivable* and fully practices the *Supplier Payment Standardization Initiative* issued by industry associations. By focusing on key aspects such as order placement, delivery, and settlement, the Group continuously optimizes processes to improve capital turnover efficiency across the supply chain, effectively reducing partners' operational burdens and financial pressures, and maintaining supply chain stability and health with concrete actions.

Furthermore, SAIC Motor has established low-carbon development as a core strategy, actively undertaking the mission of leading the entire industry chain towards carbon neutrality. Driven by innovation, the Group promotes collaborative carbon reduction across the full value chain—from R&D and procurement to production and recycling—by integrating green standards, technologies, and ecosystems. In 2025, the Group's "SAIC Solution" in areas such as green products, energy, materials, and full lifecycle management formed an industry benchmark, leading to its inclusion in the "CN100 Supply Chain Leader Enterprises Green and Low-Carbon Supply Chain Case Collection". This marks SAIC's transformation of environmental responsibility into a future-oriented core competitiveness, partnering with industry peers to lead China's automotive industry towards a zero-carbon and symbiotic future.

3.6 Industry Co-development

Against the backdrop of the automotive industry's deep transformation towards electrification and intelligence, industrial development is confronting the dual challenges of technological innovation and sustainable development. SAIC Motor proactively embraces change, upholding the philosophy of openness and collaboration, continuously deepening comprehensive cooperation with strategic partners, extensively gathering innovation resources, and jointly addressing future challenges. During the reporting period, SAIC Motor led or participated in the formulation and release of various standards: including 2 international standards, 76 national standards, and 28 industry standards, providing crucial support for the high-quality and standardized development of the industry.

3.6.1 Promoting Industry Co-development

SAIC Motor consistently adheres to building an open, win-win new industrial ecosystem with industry chain partners. By pooling resources from various parties, sharing cutting-edge technologies, and collaborating on green transformation, the Group works together to shape a smarter and more sustainable future for the automotive industry.

At the 2025 Future Automobile Pioneer Conference, SAIC Motor elaborated on its strategic thinking and practical pathways for promoting industry co-development under the theme "Ecosystem Co-opetition and Industrial Reshaping". Discussions at the conference pointed out that in the face of cross-sectoral industrial restructuring, competition among individual enterprises has evolved into collaborative co-creation within ecosystem camps. Value creation is extending from hardware manufacturing to a multi-dimensional ecosystem encompassing "hardware + software + services". Adhering to the open philosophy of "no technological barriers, no ecological islands", and embracing the collaborative spirit of "appreciating one's own beauty while celebrating the beauty of others", SAIC joins forces with cross-sectoral partners like Huawei to build a new industrial ecosystem.

3.6.2 Deepening Win-Win Cooperation

SAIC deepens industrial collaboration with an open approach, deeply integrating its own development into industry co-development. The Company is committed to integrating high-quality resources and sharing innovation outcomes. By actively seeking synergistic cooperation with peers in key areas such as product manufacturing, technology R&D, and sustainable development, it comprehensively drives the automotive industry towards a higher quality and more sustainable future.

Case

SAIC Motor and Beijing Institute of Technology Build an Industry-University-Research Collaborative Innovation System

To actively respond to the national innovation-driven development strategy and accelerate the formation of new quality productive forces in the automotive industry, SAIC Motor and Beijing Institute of Technology (BIT) formally signed a strategic cooperation agreement in Beijing on January 19, 2025. The two parties aim to build a "comprehensive, deep-level, and multi-form" industry-university-research collaborative innovation system, pooling superior resources, focusing on core areas of future automobiles, jointly tackling key technologies and cultivating high-level talent, providing solid support for leading high-quality industry development.

The core of this strategic cooperation is the establishment of the "Joint Laboratory for Vehicle Intelligence Technology Development and Engineering Application". This serves as the central platform for joint technological efforts in seven frontier areas, including artificial intelligence, large models, and intelligent chassis. The two parties will establish a mechanism for sharing experimental equipment, intellectual talent, and innovation outcomes. Through measures such as mutual appointments of researchers, joint training of outstanding engineers, and jointly organizing practical activities, they will build a normalized talent co-cultivation system. The ultimate goal is to jointly create a platform for academic exchange and engineering application, working together to promote the transformation of scientific and technological achievements and industrial upgrading.

Case

SAIC Motor and Huawei Jointly Build a New Intelligent Mobility Ecosystem

In February 2025, SAIC Motor and Huawei Consumer Business Group signed a deep cooperation agreement in Shanghai, marking a new phase in their strategic collaboration. As a leading enterprise in the industry, SAIC Motor possesses a complete industrial system covering vehicle R&D, intelligent manufacturing, supply chain management, and service ecosystems, and has built leading green technology platforms in areas such as pure electric, hybrid, and hydrogen power. As a global leader in digital technology, Huawei possesses full-stack technological capabilities from hardware and software to the cloud in the intelligent automotive solutions sector, continuously enhancing mobility experiences and resource efficiency through innovation. In April of the same year, the two parties jointly launched the new brand "SAIC Shangjie"; in September, the first Shangjie model, the Shangjie H5, was launched, becoming a mainstream brand in the domestic 150,000–200,000 RMB market segment.

Case

SAIC Motor and OPPO Jointly Advance "Car-Mobile Interconnection"

In April 2025, SAIC Motor and OPPO signed a deepened strategic cooperation agreement. Building on the existing foundation of "software interoperability and ecosystem integration" between car systems and mobile phones, the two parties will jointly integrate services across multiple scenarios such as home, mobility, and office, creating a seamless cross-device, open, and flexible intelligent living experience for global users.

The vehicle-mobile integration technology solutions developed by SAIC Motor and OPPO will be fully applied across SAIC's independent and joint venture brand models. The scope of cooperation will also expand from the core car system and mobile phones to a broader IoT (Internet of Things) ecosystem, including smartwatches, tablets, and earphones. Meanwhile, starting from the Chinese market, this cooperation will gradually promote this deeply integrated intelligent experience to the global market, achieving a strategic upgrade from technological cooperation to ecological integration, and from local innovation to global layout, jointly creating a truly unbounded intelligent life for users.

04 People-Oriented Shared Growth

As a responsible employer, SAIC Motor deeply embraces ESG principles, integrating employee rights protection and talent development into the core of its business strategy. The Group continues to strengthen efforts in key areas such as employment compliance, compensation and incentives, career advancement, and health and safety. It advocates a culture of diversity and anti-discrimination, building a systematic talent ecosystem that enables synchronized growth between individual employee value and corporate sustainability.

SAIC Motor has been recognized as a Forbes Global Best Employer, while seven of its subsidiaries have received the “2025 China Top Employer” certification.

4.1 Talent Attraction

Adhering to the principle of "people oriented," SAIC Motor establishes an open and inclusive talent acquisition system grounded in employment compliance and supported by robust employee protections, fulfilling its social responsibilities as an employer.

4.1.1 Employment Management and Rights Protection

Compliant Employment Practices

SAIC Motor strictly complies with national laws and regulations including the *People's Republic of China Labor Law, Labor Contract Law*, *Social Insurance Law*, and *Regulations on the Prohibition of Child Labor*. Principles of equal employment and anti-discrimination are embedded throughout the human resources lifecycle. Internal control documents such as the *Employee Recruitment Management Measures*, *Employee Onboarding and Management System*, and *Recruitment Operation Guidelines* have been established to standardize recruitment, onboarding, compensation and benefits, and collective bargaining processes. These measures eliminate bias based on age, gender, ethnicity, religion, or physical condition, and strictly prohibit child labor and forced labor.

The Group actively builds diversified employment platforms, expanding channels through campus and social recruitment. In the reporting period, a total of 9,722 individuals were hired, including over 2,066 fresh graduates, providing young talent with a solid career launchpad.

During the reporting period

Total number of active employees reached
180,000

Including employees with disabilities
438

Child labor
0

Forced labor, or compulsory labor
0

Collective contract signing rate and social insurance coverage rate both remained at
100%

Compensation and Incentive System

SAIC Motor is committed to building a compliant, fair, and market-competitive compensation and benefits system. It strictly adheres to national laws, ensuring timely and full payment of wages, full social insurance contributions, and statutory entitlements such as paid annual leave, public holidays, and sick leave, thereby strengthening foundational employee protections.

Building on this, the Group implements a differentiated compensation mechanism based on subsidiary performance, job value, and individual performance, ensuring reasonable income levels across positions. Employee wage growth is consistently aligned with corporate profitability, promoting shared development between employees and the enterprise.

For key talent and high-performing individuals, the Group enhances Incentive mechanisms by establishing a diversified incentive system combining short-term and medium-to-long-term rewards. Subsidiaries are encouraged to explore incentive tools such as incremental net profit bonuses, special project awards, equity or stock options, and "co-investment + revenue sharing" models, fostering a culture of "co-creation, shared benefits, and shared risk" for innovation and entrepreneurship.

4.1.2 Diversity and Anti-Discrimination

SAIC Motor believes that a diverse workforce is essential for meeting complex global market demands and driving organizational vitality. The Group upholds fair employment practices and explicitly prohibits all forms of discrimination, harassment, forced labor, abuse, and violence, striving to create a work environment that respects individual differences and ensures equal opportunity.

To effectively mitigate risks, a comprehensive management mechanism covering prevention, reporting, investigation, and resolution has been established. Regular anti-discrimination training sessions are conducted to continuously strengthen awareness and behavioral standards across the organization. An independent and confidential reporting channel is available, enabling employees to voice concerns safely and conveniently. All reports are investigated according to established procedures, with clear accountability and corrective actions implemented, ensuring a closed-loop management process that protects employee rights.

In protecting key groups, the Group places strong emphasis on the career development and special rights of female employees. It continues to promote the signing and implementation of *Special Collective Contracts for Female Employees*, providing institutional support in areas such as career advancement, labor protection, maternity support, and work-life balance.

During the reporting period

Signing rate of the *Special Collective Contract for Female Employees*
100%

Enterprise Democratic Management

SAIC Motor continues to improve its democratic management mechanisms, establishing a systematic, standardized, and multi-tiered employee participation framework to safeguard employees' rights to information, participation, expression, and supervision in corporate governance. The Group advances the institutionalization of factory affairs disclosure, implementing the Measures for the *Implementation of Factory Affairs Disclosure and Democratic Management* and the *Factory Affairs Disclosure Catalogue*. A total of 29 items across four key areas—employee welfare, business decisions, cadre management, and operational transparency—are clearly defined in terms of scope, audience, and communication channels, enabling standardized and checklist-based disclosure. A coordinated mechanism has been established: a leadership group provides overall guidance, working groups implement initiatives by function, and trade unions drive daily operations, ensuring effective coverage of democratic management across the Group and its subsidiaries.

The Workers' Congress system, a key vehicle for democratic management, operates in a standardized manner. In 2025, SAIC Motor successfully convened its 8th Workers' Congress of the 3rd Session, completing statutory agendas including the review of the administrative work report and the signing of the *Work Safety Responsibility Agreement*. A total of 10 proposals were submitted by worker representatives, covering product development, organizational optimization, and talent development. Nine were approved and assigned to relevant departments for implementation. Two proposals focusing on skill enhancement and collaborative innovation were recommended for the "Shanghai Outstanding Workers' Congress Proposal" award, reflecting the constructive and proactive engagement of employees in corporate development.

Suggestions and Feedback Mechanism

SAIC Motor values employee participation in corporate governance and continuously enhances its multi-channel communication systems. Formal mechanisms such as the People's Livelihood Coordination Meetings, Equal Consultation Meetings, and Workers' Congress ensure employee awareness and involvement in major decisions, promoting the normalization of democratic management. In parallel, an integrated online-offline communication network allows employees to provide feedback via written submissions, face-to-face discussions, or internal platform messages, enabling two-way, multi-format dialogue.

In 2025, the Group conducted a comprehensive employee satisfaction survey across dimensions: overall satisfaction, confidence in development, and employee engagement. The survey aimed to understand employee needs, communicate business challenges, strengthen responsibility awareness, and encourage suggestions.

During the reporting period

Employee suggestions	Overall satisfaction score	Score of development confidence section	Score of employee engagement section
43,000	85.4	87.4	86.8

4.2 Talent Development

SAIC Motor has established a comprehensive, tiered, and school-enterprise collaborative training and development system, offering dual career pathways—management and professional—to support employee capability enhancement and value realization.

4.2.1 Systematic Training System Construction

Centered on the Company Training Center, the "Automotive Engineer Advanced Study Base," and the "High-Skilled Talent Training Base," SAIC Motor continuously increases investment in training resources, aligning course development with key projects and technological innovation needs. A customized training system ensures full coverage and precise capability building for diverse employee groups:

Senior Management Development	A collaborative training system integrating enterprises, universities, government, and social resources has been established. Strategic partnerships with top-tier institutions such as Tsinghua University enable specialized training programs. Industry experts and senior executives from leading companies are invited to deliver biweekly lectures, continuously updating management concepts and expanding strategic vision to enhance decision-making and operational capabilities.
Professional Technical Talent Development	Course content is dynamically updated to align with cutting-edge trends such as intelligent driving and solid-state batteries. The Group hosts national and Shanghai-level advanced study programs, focusing on breakthroughs in emerging technologies to strengthen the core competitiveness and innovation capacity of technical personnel.
Skilled Talent Development	Training programs, skill competitions, and skill level certifications are conducted to promote learning through competition and capability enhancement through training, supporting career progression and strengthening the skilled talent pipeline.
New Employee Onboarding Training:	Focused on cultural integration, value alignment, and role-specific skill development, onboarding programs help new hires transition smoothly into their roles, enhancing their sense of belonging and identification. All new employees were covered in 2025, achieving a 100% integration rate.

During the reporting period

Training sessions	Training coverage	Training duration
2.36 million	100%	7.12 million hours

Case

SAIC Motor Passenger Vehicle Company: "Elite Youth Program"

The "Elite Youth Program" is an accelerated development initiative for high-potential young talent, designed to systematically cultivate future management successors with strategic thinking, business acumen, and practical capabilities. The program innovatively adopts a "project-driven, battle-tested integration" model, closely linking learning with real business challenges.

Through "learning in action, growing through challenges," participants enhance their systems thinking, customer insight, and collaboration skills, achieving mutual empowerment between individual growth and business outcomes—truly realizing synchronized success between talent development and organizational growth.

Case

SAIC MAXUS: 2025 New Graduate "Rising Star" Training Camp

To support the smooth transition of 2025 new graduates from campus to workplace and cultivate future-ready professionals in mindset, knowledge, and physical readiness, SAIC MAXUS launched the "Rising Star" Training Camp under the theme "Young and Innovative, Smart Future."

The program adopts a goal-oriented, step-by-step development path, guiding participants through three journeys: "Understanding MAXUS – Loving MAXUS – Promoting MAXUS and Creating Value," gradually building brand awareness, emotional connection, and ultimately a sense of ownership. The curriculum integrates three tracks: culture (mind), knowledge (brain), and practice (body), providing holistic support for professional development.

SAIC Motor offers dual career pathways: Management (M) and Professional (P) tracks. Customized training and development systems are built for each path, enabling diverse talents to achieve fulfillment along their chosen career trajectories.

The Group also continues to strengthen its talent recognition and reward mechanisms. In 2025, over 40 individuals received national, industry, or provincial-level honors. This includes 4 National Model Workers, 1 recipient of the China Society of Automotive Engineers Science and Technology Achievement Award, 15 selected into the Shanghai Eastern Talent Program, 1 recognized as a "Shanghai Craftsman," 7 receiving funding for provincial-level Master Technician Studios, Technical Experts, or Chief Technicians, and 16 awarded provincial Model Worker or "May 1st Labor Medal" honors.

Additionally, over 600 individuals were recognized at the Group level for major contributions or technical achievements, with 24 receiving the "SAIC Craftsman" title.

4.2.2 Scientific Performance Evaluation System

SAIC Motor implements a management model that combines market-based compensation with scientific performance evaluation. All subsidiaries have established standardized performance appraisal systems that closely link employee compensation to job value, individual performance, team performance, and corporate operating results, fostering a performance culture of "shared goals, shared responsibility, and fair returns."

Clear, measurable, and challenging performance goals are jointly set between the Company and employees. A variety of evaluation tools—including Management by Objectives, Key Performance Indicators, and team performance feedback—are used to ensure fairness, transparency, and objectivity in the appraisal process, with results accurately reflecting employee contributions and capabilities. During the reporting period, performance evaluations covered all 180,000 active employees, achieving 100% coverage.

Evaluation outcomes are widely applied in salary adjustments, promotions, and training development, effectively motivating employees, unlocking potential, and fostering a virtuous cycle of personal growth and corporate advancement.

4.3 Health and Safety

SAIC Motor consistently regards employee health and safety as the cornerstone of its operations. The Group strictly complies with national laws such as the *People's Republic of China Law on Work Safety*, and has established and improved internal management systems including the *Regulations on Safety Production Responsibility and Safety Production Goals and Rewards/Punishments Management*. These systems are regularly reviewed and enhanced to continuously advance the construction of safety and occupational health management systems. During the reporting period, all major manufacturing subsidiaries obtained ISO 45001 Occupational Health and Safety Management System certification, with a total of 253 certificates issued.

4.3.1 Safety Governance and Strategy

To ensure the achievement of occupational health and safety objectives, the Company strictly enforces primary responsibility for safety production, designating top executives at all levels as the principal safety officers. Management leaders at each level sign the Work Safety Responsibility Agreement with leaders of business units and subsidiaries, ensuring full vertical and horizontal accountability. In 2025, the signing rate reached 100%, establishing a comprehensive responsibility network.

Recognizing the strategic importance of system building, the Group emphasizes standardized and systematic management—not only as a legal obligation but as a fundamental approach to risk mitigation and effective governance. In line with the national three-year action plan for safety production, SAIC Motor continues to advance safety management system construction across all levels, setting benchmarks for "managing safety through systems."

Case

SAIC Volkswagen: Multi-Level Safety Management System

SAIC Volkswagen regards work safety as a key pillar of its ESG governance and has established a "Five-Four-Three" multi-level safety management system. Rooted in the "Five Full Implementations" as the foundation of compliance, it achieves closed-loop control across the entire process—ensuring the full implementation of safety responsibility, safety management, safety investment, safety training, and emergency rescue. Supported by the "Four Safety Pillars" as the core of refined operations—namely, safety through accountability, safety through institutional mechanisms, safety through cultural cultivation, and safety through technological enhancement—it comprehensively improves safety governance capabilities. Focusing on the "Three Lines of Defense," it strengthens prevention before incidents, rigorously implements risk grading and control, hazard identification and rectification, and near-miss management, thereby establishing a defense-in-depth mechanism. Through this "Five-Four-Three" multi-level safety management system, SAIC Volkswagen comprehensively raises its intrinsic safety level and builds a solid safety shield for the company's sustainable development.

4.3.2 Safety Risk Management

In accordance with internal regulations such as the *Safety Risk Classification and Control Management* and *Hazard Identification and Rectification Management*, SAIC Motor regularly conducts safety risk assessments and hazard inspections.

The Group guides subsidiaries in identifying over 262,000 safety risks, implementing classified and graded control measures with targeted prevention strategies. At the Group level, multi-dimensional and frequent safety inspections were conducted, identifying and rectifying 3,488 hazards, continuously improving the scientific rigor and precision of risk assessment and building a robust frontline defense for safety.

During the reporting period, SAIC Motor invested 560 million RMB in occupational health and safety. In 2025, the Group recorded 50 cases of employee injuries (minor or above), with a total of 2,498 workdays lost due to work-related injuries.

4.3.3 Emergency Response Capability Building

SAIC Motor places high importance on emergency preparedness, supporting subsidiaries in strengthening emergency teams and material reserves. Currently, over 330 micro-fire stations have been established, nearly 400 volunteer fire brigades formed, with more than 6,000 volunteer firefighters, and 18 dedicated fire trucks deployed, creating a "point-network integrated, rapid-response" emergency defense network.

Fire Drill at SAIC Anji Logistics Vehicle Depot

The Group has established a comprehensive health protection system, organizing regular health check-ups for employees to help them understand their health status, adopt preventive measures, improve lifestyle habits, and promote healthy living. In 2025, employee health check-up coverage reached 100%.

In strict compliance with national regulations, SAIC Motor conducts emergency drills on a regular basis. During the reporting period, over 7,000 drills were organized, involving nearly 200,000 participants. These practical exercises comprehensively tested and enhanced employees' emergency response and coordination capabilities, providing solid emergency support for safe operations.

4.3.4 Safety Training

To enhance employees' safety awareness and capabilities, SAIC Group has adopted a diversified training and communication model integrating online and offline approaches. During the reporting period, the company organized various centralized occupational health and safety training sessions covering key topics such as occupational health, typical accident cases, team safety building, machinery, fire protection, hazardous chemicals, photovoltaics, and power battery safety control. Through systematic training empowerment by level and category, we have achieved a dual improvement in safety awareness and practical skills across all employees.

During the reporting period

Occupational health and safety training exceeded	The coverage of occupational health and safety training exceeds	Total training duration exceeds
470	30,000	60,000 hours

Under the theme "Caring for Workers' Mental Health," SAIC Motor organized a series of activities during the Occupational Disease Prevention Law Promotion Week, including fun health quizzes, health lectures, and "Health Protection into Enterprises" initiatives, comprehensively promoting occupational health knowledge and fostering a culture that values employee physical and mental well-being.

Health & Safety Escort for Enterprises

Case

Safety Innovation Competition

SAIC Motor encourages subsidiaries to participate in the evaluation of employee innovations in safety production technology and management. By showcasing and promoting outstanding practices in safety production, fire management, occupational health, and new energy, the competition drives systemic improvements in safety management across the Group.

Case Showcase of Corporate Innovation Achievements

4.4 Care and Support

SAIC Motor adheres to a people-centered development philosophy, treating employee well-being as a core pillar of sustainable growth. Through systematic care programs, robust support mechanisms, and an expanded service network, the Company continuously enhances employees' sense of belonging, happiness, and security, creating a respectful, caring, and harmonious work environment. In 2025, employee health check-up coverage reached 100%.

4.4.1 Addressing Employee Needs

The SAIC Motor Trade Union upholds a service philosophy centered on employees, focusing on resolving urgent, difficult, and pressing issues while improving quality of life. The "Lighting Wishes" initiative continues as a regular welfare program. In 2025, the wish submission channel remained open year-round, with three themed care campaigns launched around key periods such as New Year, Spring Festival, summer heat, and year-end. A total of 128 projects were implemented, with 345 welfare initiatives carried out throughout the year, involving a total investment of approximately 4.29 million RMB—an increase of 29% year-on-year. These efforts benefited 149,000 employees, a 35% increase, with resources increasingly directed toward frontline staff to enhance their sense of fulfillment.

The Company continues to improve working and living environments, providing comprehensive employee facilities including sports venues, activity centers, training centers, and staff libraries, offering rich options for leisure and holistic personal development.

4.4.2 Targeted Care

SAIC Motor recognizes the diverse needs of different employee groups and has established a multi-layered, precise care system for model workers, frontline employees, and employees in difficulty, advancing from broad coverage to deep, personalized services.

Mental Health Support

Through the "SAIC Staff Home" WeChat official account, the Group has built an online platform for psychological counseling and legal aid, providing accessible mental health support. Through counseling, stress management, and crisis intervention, the Company effectively reduces emotional burdens and fosters a positive and healthy organizational climate.

Enhanced Protection

To mitigate financial risks from major illness or accidents, the SAIC Motor Trade Union fully implemented the Shanghai Municipal Federation of Trade Unions' membership card insurance program, organizing centralized enrollment for union members in 2025. Coverage includes four major diseases (including carcinoma in situ), total disability or death due to accidents, and death due to illness. Through the union system, 100% of second-tier enterprises were enrolled, with 85,000 members covered under Plan A, promoting institutionalized and comprehensive mutual aid protection and significantly enhancing employee resilience.

4.4.3 Assistance and Relief

Adhering to the principle of "assistance for all who need it," SAIC Motor continues to refine its multi-tiered support mechanism for employees in difficulty. In 2025, the Group and its trade unions collaborated through the Group's Mutual Aid Fund and enterprise-level "Pioneer Number" Support Centers to deliver tiered assistance.

During the reporting period

Assisted more than difficult employees
15,000

Used assistance funds
24.75 million RMB

The “Dream Support Program” was further deepened, focusing on education support for children from low-income families and childcare burdens. In 2025, the Company provided childcare subsidies to 884 families and supported 1,432 students, with a total investment of 6.481 million RMB. Additionally, 360,000 RMB in special start-up funding was provided to two newly established “Pioneer Number” Support Centers, extending the support network deeper into the organization.

05 Responsibility and Community Prosperity

SAIC Motor recognizes that its development is inseparable from societal support. While creating economic value, the Company continuously focuses on community development and social well-being, actively participating in local progress. By aligning corporate growth with social advancement, SAIC Motor gives back to society through practical actions, steadily enhancing its positive role at the community and societal levels.

5.1 Enabling Development

SAIC Motor consistently contributes to the national development agenda by advancing industrial upgrading and participating in rural revitalization, strengthening industrial chain competitiveness, and supporting coordinated regional development.

5.1.1 Advancing Industrial Upgrading

Leveraging its industrial foundation and technological strengths, SAIC Motor actively responds to national and regional development strategies, integrating into the global value chain. Through continuous exploration of industrial transformation, the Company enhances product quality and brand influence, contributing to the optimization and upgrading of industrial structures. During the reporting period, SAIC participated in the construction of Shanghai's "High-Level Autonomous Driving Pilot Zone" and was awarded a new batch of intelligent connected vehicle demonstration operation licenses by Shanghai—becoming the only enterprise in the industry to obtain dual licenses for both passenger vehicles and commercial vehicles.

Case

Launch of SAIC Mobility Launches Robotaxi Resort Route

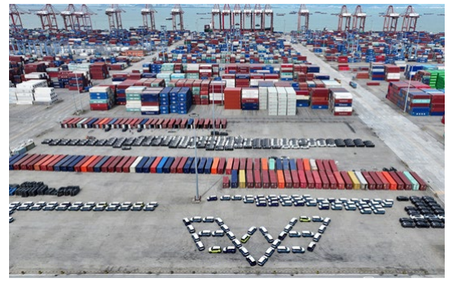
During the reporting period, the SAIC Mobility Robotaxi, in collaboration with IM Motors and SaiKe Intelligence, officially launched an L4-level Robotaxi tourist route connecting the Shanghai International Resort to Pudong International Airport.

SAIC Mobility Robotaxi Tourist Route

The launch of this resort route also makes SAIC Mobility Robotaxi the only platform that, after obtaining the first batch of Shanghai demonstration application permits for intelligent connected vehicles on expressways, has chosen to directly serve the inter-connection between two major super-application scenarios, demonstrating its determination and confidence in exploring new smart mobility scenarios under Robotaxi. The vehicles operating on this route adopt a customized Robotaxi version of the SAIC IM Motors pure electric luxury sedan L7. IM Motors and SaiKe Intelligence have jointly equipped the vehicle with a powerful intelligent 'brain,' enabling the vehicle to 'read and understand' road conditions and drive like an experienced, intuitive human driver. It navigates complex traffic conditions with ease, significantly improving Robotaxi safety and traffic efficiency, while also delivering an excellent riding experience for users.

Case

Promoting the New Energy Ecosystem



SAIC Motor is pioneering an "industry + ecosystem" model through a cooperation agreement with Indonesia's Muhammadiyah Group to co-establish the "Indonesia New Energy Vehicle Training Base." The base offers courses in electric vehicle technology and intelligent connectivity, while also developing customized products such as new energy unmanned logistics vehicles and smart shuttles for education and healthcare applications. This "technology sharing + talent development" model not only addresses Indonesia's shortage of new energy talent but also sets a benchmark for Chinese automakers' localized overseas operations. As of May 2025, SAIC Motor has invested over USD 1 billion cumulatively in Indonesia, directly creating more than 3,000 local jobs and indirectly supporting over 10,000 jobs.

5.1.2 Supporting Rural Revitalization

Rural revitalization is a critical foundation for high-quality development and a key area where SAIC Motor fulfills its social responsibilities and creates positive impact.

SAIC Motor also actively responds to Shanghai's initiatives on deepening paired assistance between urban and rural and the "Double-Hundred" village-enterprise paired poverty alleviation program. The Company continues to advance revitalization practices. In its assistance projects, SAIC adopts tailored, precise measures based on local development conditions and actual needs, ensuring that support initiatives deliver maximum benefits to local communities.

During the reporting period

Total investment in rural revitalization reached RMB **10.078 million**

Number of beneficiaries **32,000** people

"Dual Hundred" Village-Enterprise Pairing

The SAIC Volkswagen, SAIC Motor Passenger Vehicle Company, and several other subsidiaries under the Group continued their paired assistance with four villages in Xuanwei City, Yunnan Province.

Urban-Rural Partner Assistance

Nine subsidiaries under the Group carried out paired assistance with nine villages in Zhongxing Town and one village in Sanxing Town, Chongming District, implementing the fifth round of urban-rural paired assistance efforts.

SAIC Motor and its subsidiaries conducted in-depth research on the needs of each village, prioritizing infrastructure improvement in this phase of assistance to enhance villagers' quality of life through better transportation and mobility. During the reporting period, SAIC MAXUS developed a "Village Connectivity + Integrated Passenger-Freight-Postal" infrastructure plan, proposing the construction of 150 "Starlight Pickup Stations" as urban-rural logistics nodes. The initiative provides customized light passenger vehicles and pickup trucks for rural areas, establishing "Starlight Pickup Stations" that integrate logistics distribution, vehicle maintenance, and live-streaming e-commerce functions. The first batch of 30 stations has been launched in Yunnan and Guizhou provinces, covering 150 townships across 80 cities in central and western China. SAIC Motor Passenger Vehicle Company and other subsidiaries carried out renovation and upgrading projects for rural living environments and infrastructure, including sewage pipeline networks, road hardening, public toilet construction, village-level facility upgrades, and river dredging.

5.2 Social Public Welfare

SAIC Motor actively participates in volunteer services, public welfare fund donations, and diverse charitable activities. By integrating internal and external resources, the Group continuously expands the scope and depth of its public welfare initiatives, fostering shared growth between social well-being and corporate development.

During the reporting period

Total public welfare investment
RMB **36.664 million**

Beneficiaries
606,000 people

Volunteer teams dispatched
Over **120** teams

Volunteer activities conducted
Ove **850** events

5.2.1 Public Welfare Donations

SAIC Motor actively contributes to the development of public causes, regarding the establishment of public welfare foundations and standardized donations as key ways to fulfill corporate social responsibility. During the reporting period, the Group actively participated in the establishment and operation of public welfare funds, donating over RMB 5.192 million to organizations such as the *Shanghai Qiyuan Public Welfare Foundation*, supporting initiatives like the development of original technology innovation hubs, and playing a tangible role in promoting social harmony.

5.2.2 Public Welfare Activities

During the reporting period, SAIC Motor actively engaged in public welfare practices, using disaster relief, volunteer services, social events, and sports sponsorship as bridges connecting the enterprise with society. Through sustained and diverse public welfare investments and actions, the Group expanded the forms and influence of its social engagement, contributing to a positive, inclusive, and co-constructed social atmosphere.

Disaster Relief

In the face of sudden natural disasters and various emergency situations, SAIC Group consistently adheres to a people-oriented approach, actively engages in disaster relief and emergency support operations, upholds the humanitarian spirit that 'while disasters are merciless, human compassion prevails,' and conveys the company's warmth through concrete actions.

Case

SGMW Supports Relief and Reconstruction after Fire in Tai Po, Hong Kong

On November 26, 2025, a severe fire broke out in Hong Kong's Tai Po Hong Fuk Court. SGMW actively supported relief and reconstruction efforts by donating RMB 2 million through the Liuzhou Charity Federation. The funds were used for emergency assistance, supply replenishment, temporary shelter, and post-disaster recovery for affected residents.

Volunteer Services

SAIC Motor promotes the normalization of volunteerism by engaging employees in large-scale public events, enhancing internal participation in social welfare and continuously fulfilling its corporate social responsibilities.

Case

Youth Volunteers at the Shanghai International Auto Show

During the 2025 Shanghai International Auto Show, SAIC's Youth League Committee recruited 130 "Little SAIC Balloon" youth volunteers who provided 10 days of full-service support. Volunteers delivered on-site services including explanations, guidance, demonstrations, and reception, serving over 20,000 visitors, including more than 3,000 international guests. Through their professionalism and enthusiasm, SAIC's youth volunteers actively promoted a culture of responsibility and dedication.

Support for Major Events

Upholding a philosophy of openness and active social integration, SAIC Motor proactively supports the hosting of various public events. Through diverse sponsorship models, the Company builds bridges between enterprise and public engagement.

In October 2025, SAIC Motor provided 750 official vehicles for the "VIP Guest Reception" at the 8th China International Import Expo (CIIE), actively fulfilling its honorable mission to ensure safe and reliable transportation for Chinese and foreign dignitaries, while showcasing to global guests the dependable quality and innovative appeal of China's intelligent manufacturing. Meanwhile, SAIC assembled a professional team of 500 personnel, engaging in close communication and collaboration with Jinjiang Group and Jushi Group to jointly develop operational service plans and deploy an emergency support network, achieving "round-the-clock responsiveness, full-time service coverage, and comprehensive guarantees".

As a national strategic partner of the 48th World Skills Competition, SAIC Motor will provide comprehensive support in areas such as competition vehicle services and event facilities, making active contributions to hosting a "novel and widely influential" World Skills Competition. Additionally, SAIC Motor employees have achieved outstanding results in the Body Repair category of previous World Skills Competitions, winning "three gold medals and one silver medal," further demonstrating the company's excellence and leadership in talent development.

Case

"I Can, I Will" IP Incubation Challenge & the 4th Youth Co-Creation Competition

In 2025, the SAIC Motor Youth League Committee hosted the "I Can, I Will" IP Incubation Challenge and the 4th Youth Co-Creation Competition, engaging 14 universities across Shanghai and over 50 SAIC-affiliated enterprises, attracting 921 young participants. This year's competition introduced an innovative three-stage format—"Open Mic," "Co-Creation Bootcamp," and "Practical Growth Camp"—establishing a full-chain talent development mechanism encompassing selection, training, and real-world application. Ultimately, 12 individual influencer IPs were incubated, and a 30-member "SAIC Brand Communication Youth Special Task Force" was formed, promoting the SAIC brand through youth-oriented communication approaches.

Since its inception in 2022, the competition has successfully completed four editions, collecting over 12,000 youth-driven creative proposals and generating more than 2,500 cultural works themed around new vehicle models. It has co-created over 3,600 short video contents, achieving over 58 million views across digital platforms. The initiative has effectively built an interactive ecosystem connecting corporate youth, university students, and vehicle owners, fostering an open, inclusive, and collaborative youth innovation culture, and gradually establishing a sustainable mechanism that leverages youth creativity to empower long-term brand development.

Supporting Public Health and Medical Initiatives

SAIC Motor places high importance on the development of public health, actively encouraging employees to participate in social welfare initiatives and continuously offering practical support to the healthcare system.

Voluntary Blood Donation Campaign

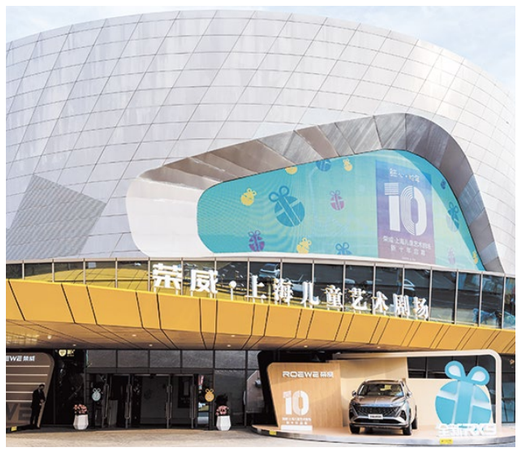
SGMW responded promptly to critical blood shortages and rising clinical demand by proactively coordinating with relevant authorities and swiftly organizing a voluntary blood donation campaign. A total of 204 employees participated, donating 60,800 milliliters of blood. Notably, one employee successfully donated hematopoietic stem cells, offering a lifeline to a patient with blood disease, vividly embodying SAIC's people-centered values and commitment to cherishing life.

Supporting Education

Youth development and talent cultivation are vital to national long-term development. SAIC Motor continues to strengthen its support for education, implementing facility upgrades, scholarship programs, and other assistance initiatives tailored to youth educational needs, actively creating a more equitable and high-quality environment for young people.

SAIC Motor signed a strategic cooperation agreement with the China Welfare Institute to establish the "Roewe·Shanghai Children's Art Theatre," leveraging technology to advance children's cultural development and introducing numerous high-quality performance productions, aiming to build a world-class children's arts platform.

In 2025, the "Roewe·Shanghai Children's Art Theatre" hosted 273 performances and 258 arts education activities, achieving a 90% occupancy rate. It was honored as a "Shanghai Model Civilized Theatre of the Year," and the "Wish of the Sea Star" public welfare program for children with special needs was recognized as one of the "Top Ten Outstanding Cases for Disability Inclusion Promotion" in Huangpu District and received the "Outstanding Organization Award" at the Shanghai Annual Science Popularization and Education Innovation Awards. Through sustained support, SAIC Motor is nurturing children's artistic literacy with high-quality content, writing a new chapter in the development of children's cultural initiatives.



Case

SMPV: "In the Name of Love, Moving Forward with Care" — Da Liangshan Education Assistance Public Welfare Initiative

SMPV launched the "In the Name of Love, Moving Forward with Care" Da Liangshan education assistance program. During the reporting period, it successfully paired with 183 students from Da Liangshan, providing RMB 1,000 per student annually through one-on-one sponsorship. Additionally, the company collected 10 boxes of donated supplies, all of which were delivered and distributed to primary schools in the Da Liangshan region by the end of the reporting period. Furthermore, SMPV's dispatched volunteers to conduct a one-week teaching support program, engaging children in reading and craft activities.

Through donation drives and volunteer teaching programs, SMPV has given wings of love to young dreams of knowledge, not only improving the learning environment for children in remote areas but also opening a window for them to see and understand the wider world.

Supporting Sports Development

SAIC Motor strongly identifies with the values embedded in sports—perseverance, teamwork, and fair competition—and views support for sports development as a key pathway to promoting public health and enhancing social vitality. Through sustained sponsorship of sports events, SAIC actively promotes the spirit of sports and contributes to the building of a Healthy China.

SAIC Motor has maintained a long-standing strategic partnership with Shanghai Port Football Club, serving as title sponsor and supporting multiple competitions since 2020. During the reporting period, the club competed across multiple fronts, including the Chinese Super League, AFC Champions League, Chinese FA Cup, and FIFA World Cup qualifiers, while co-hosting joint viewing events with several universities. These initiatives not only raised public awareness of sports and healthy lifestyles but also sparked interest—particularly among young people—in technological advancements in the automotive industry.

SAIC Motor continues to title-sponsor the SAIC Motor Pudong Football Stadium, an eco-friendly, intelligent venue with 33,765 fixed seats. As China's first professional football stadium meeting FIFA Category A standards, it has hosted numerous major events, including football matches, e-sports tournaments, and cultural performances. By integrating automotive technology with cultural and artistic experiences, SAIC Motor has transformed the stadium into a "stage showcasing the charm of technology."

Through cross-sector integration with sports, SAIC Motor has continuously expanded its brand influence. Since 2016, SAIC has partnered with major enterprises such as Shanghai International Port Group and Jushi Group, sponsoring football, athletics, motorsports, and other events to enrich the brand image of being "reliable and responsible," reflecting the company's core values of "innovation, ambition, and aspiration."

Appendix 1: SAIC Motor's Key Performance Indicators

2025 Key Environmental Performance Indicators

Indicator	2025	Unit
Investment in Environmental Protection		
Total Investment in environmental protection	49,319.0	RMB 10 thousand
Environmental protection training attendance	132,365	Person times
Duration of environmental training	44.3	10 thousand hours
Water		
Total direct water consumption	2,812	10 thousand cubic meters
Reused Water	63,457	10 thousand cubic meters
Energy		
Total energy consumption	109.5	10 thousand tons of standard coal equivalent
Natural gas (gaseous)	1.8	100 million cubic meters
Gasoline	0.3	10 thousand tons
Diesel	3.7	10 thousand tons
Fuel oil	8.5	10 thousand tons
Electricity	49.2	100 million KWh
Heat	18,756	100 million KJ
The rate of increase or decrease of energy consumption per 10 thousand RMB output value	-5.9%	-
Photovoltaic installed capacity	409	MW
Photovoltaic power generation	3.7	100 million kWh
Purchased green power	4.5	100 million kWh
Renewable energy consumption	8.2	100 million KWh
Reduction in CO2 Equivalent Emissions	13.3	10 thousand tons
Packaging Materials		
Total packaging materials required for finished products	18.9	10 thousand tons
Total amount of recyclable packaging	14.0	10 thousand tons
Wastewater		
Wastewater discharge volume	1,086.1	10 thousand cubic meters
Reused industrial water volume	56.4	10 thousand cubic meters

2025 Key Environmental Performance Indicators (Continued)

Indicator		2025	Unit
Chemical Oxygen Demand (COD)	Permitted sewage limits	4,019.8	Tons per year
	Actual sewage emission	753.0	Tons per year
	Average sewage concentration	67.7	mg/L
Ammonia-Nitrogen	Permitted sewage limits	235.8	Tons per year
	Actual sewage emission	48.6	Tons per year
	Average sewage concentration	4.0	mg/L
Total Phosphorus	Permitted sewage limits	41.6	Tons per year
	Actual sewage emission	16.9	Tons per year
	Average sewage concentration	1.6	mg/L
Total Nitrogen	Permitted sewage limits	545.6	Tons per year
	Actual sewage emission	208.3	Tons per year
	Average sewage concentration	14.7	mg/L
Emission			
Sulfur Compounds	Permitted emission limits	117.5	Tons per year
	Actual emission	19.4	Tons per year
	Average emission concentration	3.4	mg/m^3
NOx Nitrogen Oxides (NOx)	Permitted emission limits	886.1	Tons per year
	Actual emission	280.4	Tons per year
	Average emission concentration	32.6	mg/m^3
Volatile Organic Compounds (VOCs)	Permitted emission limits	3,908.1	Tons per year
	Actual emission	660.0	Tons per year
	Average emission concentration	5.7	mg/m^3
Particulate matter (PM)	Permitted emission limits	289.1	Tons per year
	Actual emission	203.3	Tons per year
	Average emission concentration	2.5	mg/m^3
Solid waste			
General solid waste generation		53.3	10 thousand tons
Hazardous waste generation		7.1	10 thousand tons
Domestic waste generation		19.1	10 thousand tons

2025 Key Environmental Performance Indicators (Continued)

Indicator		2025	Unit
Solid Waste Recycle and Utilization			
General Solid Waste Recovery and Utilization		49.3	10 thousand tons
Hazardous Waste Recovery and Utilization		3.0	10 thousand tons
Domestic Waste Recovery and Utilization		1.0	10 thousand tons
Solid Waste Disposal			
General Solid Waste Disposal		4.0	10 thousand tons
Hazardous Waste Disposal		4.1	10 thousand tons
Domestic Waste Disposal		18.1	10 thousand tons
GHG Emission[•]			
Toal Scope 1 GHG Emission		114.0	10 thousand ton of CO_2 equivalent
Includes:	Scope 1: Stationary Combustion Emissions	52.9	10 thousand ton of CO_2 equivalent
	Scope 1: Mobile Combustion Emissions	47.8	10 thousand ton of CO_2 equivalent
	Scope 1: Process Emissions	3.0	10 thousand ton of CO_2 equivalent
	Scope 1: Fugitive Emissions from Human Activities	10.3	10 thousand ton of CO_2 equivalent
Toal Scope 2 GHG Emission		263.0	10 thousand ton of CO_2 equivalent
Includes:	Scope 2: Indirect Emissions from Electricity Consumption	247.0	10 thousand ton of CO_2 equivalent
	Scope 2: Indirect Emissions from Heat Consumption	16.0	10 thousand ton of CO_2 equivalent
Total GHG Emission (Scope 1 & 2)		377.0	10 thousand ton of CO_2 equivalent

Note: The disclosed data on comprehensive energy consumption and total greenhouse gas emissions are calculated using the energy conversion factors and carbon emission factors specific to Shanghai. In addition, the reporting scope for the company's disclosed total greenhouse gas emissions (Scope 1 and Scope 2) in 2025 has been expanded to include all enterprises within the company's consolidated financial statements.

2025 Social Key Performance Indicators

Indicator		2025	Unit
Product Safety and Quality			
Number of IATF 16949 Certification		232	-
Number of ISO 9001 Certification		49	-
Coverage rate of quality certification system in production subsidiaries		100%	-
Number of recalled products		71.8	10 thousand of vehicles
Innovation Development			
R&D investment(consolidated financial statement)		217.1	RMB 100 million
Proportion of R&D expenditures to operating income(consolidated financial statement)		3.4%	-
Number of R&D personnel		30,329	Persons
Proportion of R&D personnel		17.6%	-
Intellectual Property			
Number of applied patents in 2025		3,024	-
Includes:	Invention	1,689	-
	Utility model	978	-
	Design	357	-
Number of authorized patents in 2025		2,195	-
Includes:	Invention	802	-
	Utility model	1,067	-
	Design	326	-
Number of cumulative active patents		24,840	-
Includes:	Invention	8,586	-
	Utility model	12,914	-
	Design	3,340	-
Customer Service and Interests			
Number of complaint		1,100	Cases
Response rate of complaint		100%	-
Resolution rate of complaint		100%	-

2025 Social Key Performance Indicators (Continued)

Indicator	2025	Unit
Employment		
Total number of employees	18.0	10 thousand persons
Total number of employees in China	14.9	10 thousand persons
Number of employees with disability	438	Persons
Total number of new employees	9,722	Persons
Total number of recent graduates	2,066	Persons
Social insurance coverage rate	100%	-
Coverage rate of collective contracts	100%	-
Coverage rate of the *Special Collective Agreement for Female*	100%	-
Employee active turnover rate	5.7%	-
Diversity *		
By gender		
Percentage of male employees	80%	-
Percentage of female employees	20%	-
By age		
30 and below	17.1%	-
31-40	46.4%	-
41-50	26.5%	-
51 and above	10.0%	-
By Education Level		
Masters and above	14.8%	-
Bachelor's degree	39.7%	-
Junior college	22.5%	-
Below junior college	23.0%	-
By ethnicity		
Han Chinese	91.9%	-
Minority	8.1%	-
By location		
In Shanghai	54.9%	-
Outside Shanghai	45.1%	-

Note: This year's employee diversity data primarily come from domestic subsidiaries within China that are within the consolidated reporting scope.

2025 Social Key Performance Indicators (Continued)

Indicator		2025	Unit
Employee Satisfaction			
Overall satisfaction rate		85.4	-
Employee Development			
Training Attendance		236.0	10 thousand person-times
Total Training Duration		712.0	10 thousand hours
Training coverage		100%	-
Performance appraisal coverage rate		100%	-
Occupational Health and Safety			
Employee physical examination rate		100%	-
Investment in production safety		5.6	RMB 100 million
Number of personnel with injuries classified as minor or more severe		50	Cases
Occupational health and safety training		3.0	10 thousand person-times
External Donations and Public Welfare			
Total investment		3,666.4	RMB 10 thousand
Headcounts of beneficiaries		60.6	10 thousand Persons
Rural Revitalization			
Total investment		1,007.8	RMB 10 thousand
Includes	Fund	372.0	RMB 10 thousand
	Goods converted into money	635.8	RMB 10 thousand
Headcounts of beneficiaries		3.2	10 thousand Persons
Other Social Welfare			
Total investment		2,658.6	RMB 10 thousand
Includes	Fund	784.8	RMB 10 thousand
	Goods converted into money	1,873.8	RMB 10 thousand
Headcounts of beneficiaries		57.4	10 thousand Persons
Support for Needy Staff		1.5	10 thousand person-times
Number of volunteer teams		120+	Teams
Volunteer Activities		850+	Sessions
Number of Volunteers		4.5	10 million persons
Volunteer Service Hours		>3	10 thousand hours

Appendix 2: Reporting Content Index

Disclosures	Location	Page
Climate change tackling	2.1 Climate management	P38-P44
Pollutant discharge	2.2 Green Operations	P45-P54
Waste disposal	2.2 Green Operations	P45-P54
Ecosystem and biodiversity protection	2.4 Ecological Protection	P59-P61
Environmental compliance management	2.2 Green Operations	P45-P54
Energy usage	2.2 Green Operations	P45-P54
Usage of water resources	2.2 Green Operations	P45-P54
Circular Economy	2.3 Circular Economy	P54-P59
Rural Revitalization	5.1 Enabling Development	P104-P106
Contributions to the society	5.2 Social Public Welfare	P106-P111
Innovation-driven	3.2 R&D and Innovation	P69-P72
Ethical of science and technology	3.2R&D and Innovation	P69-P72
Supply chain security	3.5 Full-Chain Management	P81-P85
Equal treatment to small and medium-sized enterprises	3.5 Full-Chain Management	P81-P85
Safety and quality of products and services	3.1 Quality Control	P64-P68
Data security and customer privacy protection	3.3 Information Security	P73-P78
Employees	Chapter 4 People-Oriented, Shared Growth	P90-P101
Due Diligence	3.5 Full-Chain Management	P81-P85
Communications with stakeholders	1.4 ESG Management	P29-P30
Anti-Commercial bribery and anti-corruption	1.5 integrity in Operations	P30-P35
Anti-unfair competition	1.5 integrity in Operations	P30-P35

Appendix 3: Response to the United Nations Sustainable Development Goals

Chapter Name	Corresponding Topic	Corresponding SDGs
Strengthening Governance, Ensuring Sustainable Growth	Due Diligence Communications with stakeholders Anti-Commercial bribery and anti-corruption Anti-unfair competition	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 16 PEACE,JUSTICE AND STRONG INSTITUTIONS
Green Intelligent Manufacturing, Harmonious Ecosystem	Climate change tackling Pollutant discharge Waste disposal Ecosystem and biodiversity protection Environmental compliance management Energy usage Usage of water resources Circular Economy	6 CLEAN WATER AND SANITATION 7 AFFORDABLE AND CLEAN ENERGY 12 RESPONSIBLE CONSUMPTION AND PRODUCTION 13 CLIMATE ACTION 15 LIFE ON LAND
Craftsmanship Quality, Innovation Leadership	Safety and quality of products and services Innovation-driven Data security and customer privacy protection Ethical of science and technology Supply chain security Equal treatment to small and medium-sized enterprises	9 INDUSTRY,INNOVATION AND INFRASTRUCTURE 11 SUSTAINABLE CITIES AND COMMUNITIES 12 RESPONSIBLE CONSUMPTION AND PRODUCTION 17 PARTNERSHIPS FOR THE GOALS
People-Oriented, Shared Growth	Employees	3 GOOD HEALTH AND WELL-BEING 4 QUALITY EDUCATION 5 GENDER EQUALITY 8 DECENT WORK AND ECONOMIC GROWTH 10 REDUCED INEQUALITIES
Responsibility and Community Prosperity	Rural Revitalization Contributions to the society	1 NO POVERTY 2 ZERO HUNGER 3 GOOD HEALTH AND WELL-BEING 4 QUALITY EDUCATION 9 INDUSTRY,INNOVATION AND INFRASTRUCTURE 11 SUSTAINABLE CITIES AND COMMUNITIES 17 PARTNERSHIPS FOR THE GOALS

Readers Feedback Form

Dear Reader:

Greetings!

We sincerely appreciate you taking the time to read theSAIC MOTORENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT. SAIC Motor wishes to continuously present our sustainability performance and effectiveness to you and other stakeholders in the future. In this regard, we sincerely invite you to fill out the feedback form to share with us your expectations of the Company's ESG performance and this report, as your suggestions will make an impact on the continuous improvement of our sustainability development.

You may either fill in the feedback form or scan the QR code below with your cell phone to submit your feedback. Please do not hesitate to give us your advice!

1. Does this report enable you to understand the current state of SAIC's ESG performance?

A. Extremely Satisfied B. Very Satisfied C. Satisfied D. Less Satisfied Poorer E. Not familiar

2. How do you evaluate the management effectiveness of SAIC's ESG in 2025?

A. Extremely Satisfied B. Very Satisfied C. Satisfied D. Less Satisfied Poorer E. Not Satisfied

3. In which aspects do you think this report needs improvement? (Multiple choices)

A. Framework and logic B. Substantive and comprehensive content C. Language expression D. Report design E. Other_____

4. Is there any content that you are concerned about, but did not find in this report? If so, please write down the content you are concerned about.

_____

5. Any other opinions or suggestions you may have regarding the ESG management enhancement of SAIC Motor are welcome to be informed here:

_____

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Phone: _____ Fax: _____

Email: _____ Postal Code: _____

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